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U.S. ARMY RECRUITING and CAREER COUNSELING

journal

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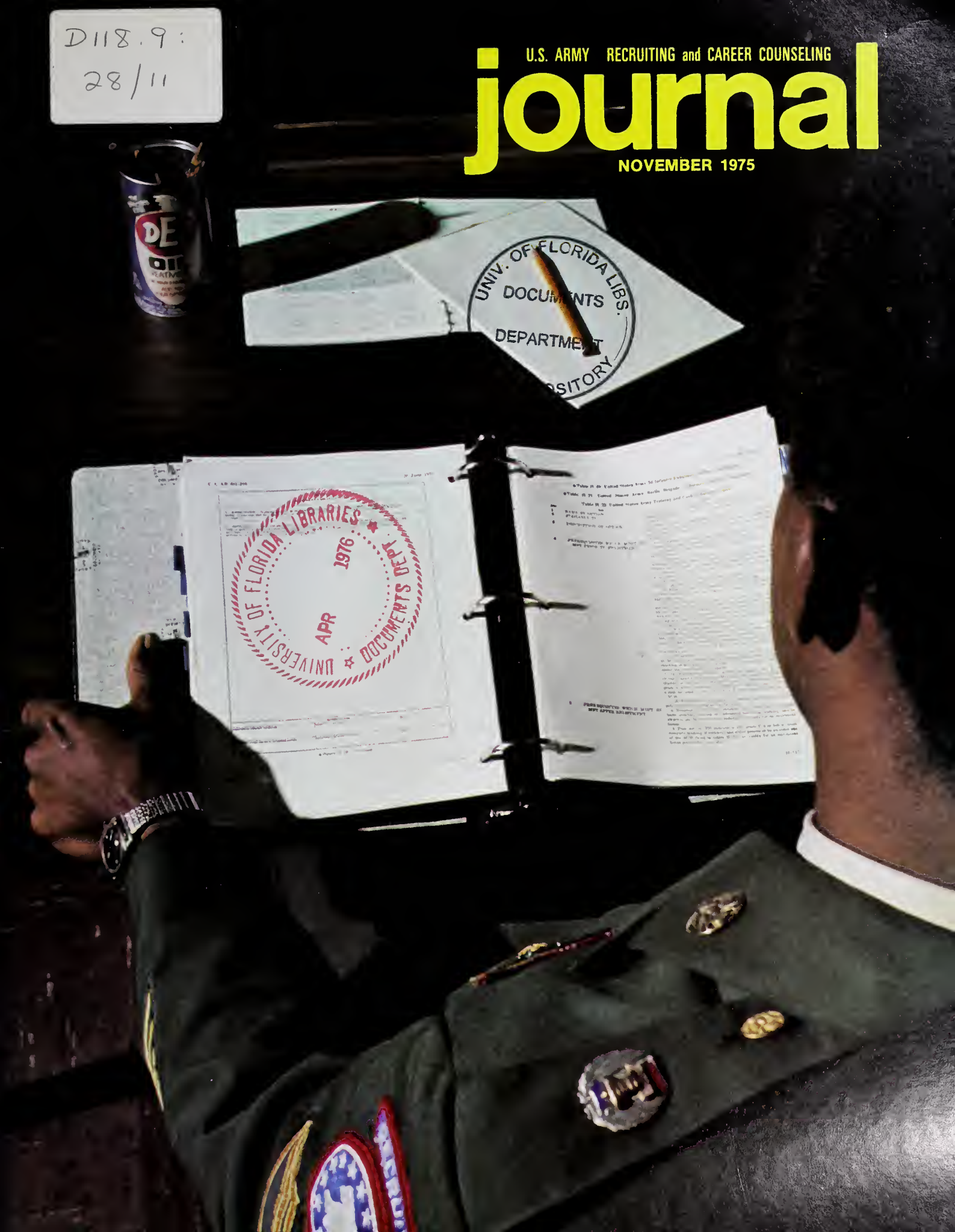

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AR 601-210:

"The Dallas Cowboys will be in the Super Bowl come January!" At least, that's what someone thinks. In any event, there will be two teams there, and they should be the best the NFL has to offer. The two teams will get there because of basics like blocking, tackling, running, pass catching; the winner is likely to be decided on how well they execute the plays in the team playbook. The same applies to USAREC's recruiters: they have their basics like prospecting, time management and RPIs; add to the basics a playbook, in this case, AR 601-210, and success must logically follow. Elsewhere in this issue, we talk about the basics. Here and now the subject is the recruiter's playbook.

"Everytime I'm asked a question about Army enlistments, I've found the answer in AR 601-210," said Master Sergeant Jerry Torrance, assigned to the Policy Branch of the Recruiting Management directorate at HQ USAREC.

"Every job is as easy as a person makes it," Torrance continued. "I begin the answer to every question I receive over the phone with the phrase, 'What does the regulation say?' It's not embarrassing to check the regulation, and everyone directly involved with putting people in the Army should have a copy of AR 601-210 available.

"Having a copy of the reg is the beginning," Torrance, said. "With the reg in hand, it's only a matter of reading.

"The organization of the regulation is simplicity in itself. Chapter 1 covers definitions; Chapter 2 concerns basic eligibility; Chapter 3 covers waivers of parts of Chapter 2; and Chapter 4 concerns the processing of applicants.

"Chapters 2 and 3 are little more than checklists of 'what the facts are' and 'what a recruiter does with those facts,'" Torrance said. "Chapter 4 provides for a smooth transition from civilian life to military life for those people accepted for enlistment. This is also mostly in checklist form.

"The same applies generally to Appendices A through H in that they are also in the form of checklists or tables," Torrance added. "The key to understanding AR 601-210 is reading the regulation, picking out the parts that apply, then doing what is laid out for you in the instructions.

"I can't emphasize it enough that all the answers are in the regulation," Torrance declared. "A lot of man-hours have gone into the production of AR 601-210, and everything is there.

"I would venture to say that about 90 percent of the questions arise from people who don't have, or haven't kept, the updating changes to the reg," Torrance added. "Some people consider keeping regulations updated a clerical

the answer to your questions

chore, and it is, but OOEs have to get it done somehow."

Changes

When the *Journal* talked to MSG Torrance on this subject in mid-September, there were already three dozen changes made to the document which had been officially in use for less than three months. These changes were in the form of Change 1 from DA, four Interim Changes published by HQ USAREC, 16 USAREC circulars plus innumerable HQ DA and USAREC REQUEST messages. Scheduled for publication and distribution soon is Change 2 from DA which should negate or supersede many of these interim changes, circulars and messages.

How does anyone wade through the mounds of paperwork that constitute all the changes to the regulation on Regular Army enlistments?

"Once you know the system, it's not all that difficult," Torrance said. "Almost all changes arrive here initially in the form of a DA message, and most of the time we retransmit these to regions. If timeliness is a factor, the date received versus the effective date of the changed actions, we will also retransmit the information via the REQUEST system. A few days after this, a USAREC circular of the 601- series or an interim change will arrive at the recruiting station. All things changed will eventually appear in a DA change."

All pieces of paperwork relative to a certain change will reference the original DA message by DA file symbol, date/time group and subject of the message.

"AR 601-210 was designed to be kept in a three ring binder so that changes can be made by page substitution," MSG Torrance said. "As a retransmitted DA message or REQUEST message is received, each recruiter should pencil in the substance of the change on the appropriate page of his copy of the reg.

"Inside of a week, an interim change or circular should be on the way to each recruiter, counselor and commander in USAREC," Torrance said. "Interim changes are based on the DA message, but do not supersede them; the interim changes give the person who needs it a new page or pages to insert into his regulation book. Naturally, he has to pull the old pages out.

"Even if it is only a one word change, all places where that word change has an effect will be indicated by an asterisk," Torrance said. "Conceivably, half a dozen new pages could be contained in an interim change just because one word is changed by a DA message.

"Keeping current as a OOE is as simple as keeping your copy of AR 601-210 up to date," MSG Torrance emphasized. "With your 'bible' up to date, all your questions are answered by reading the regulation."

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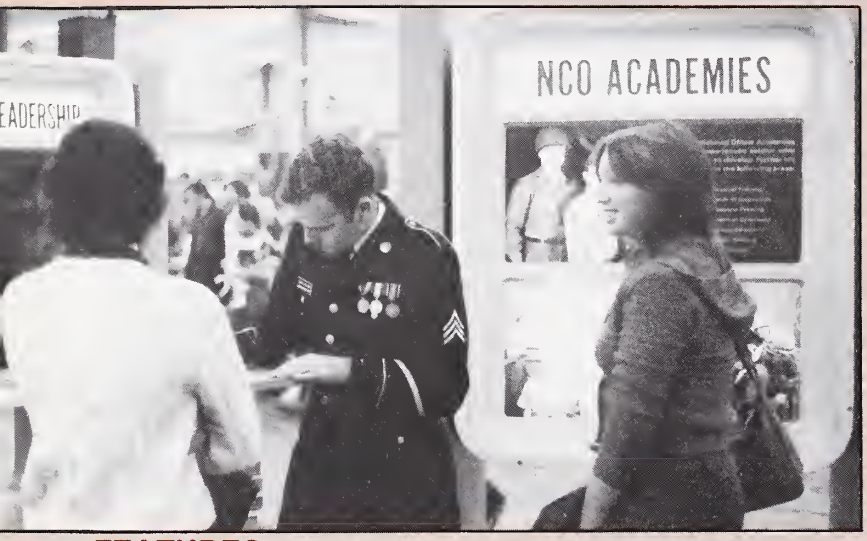

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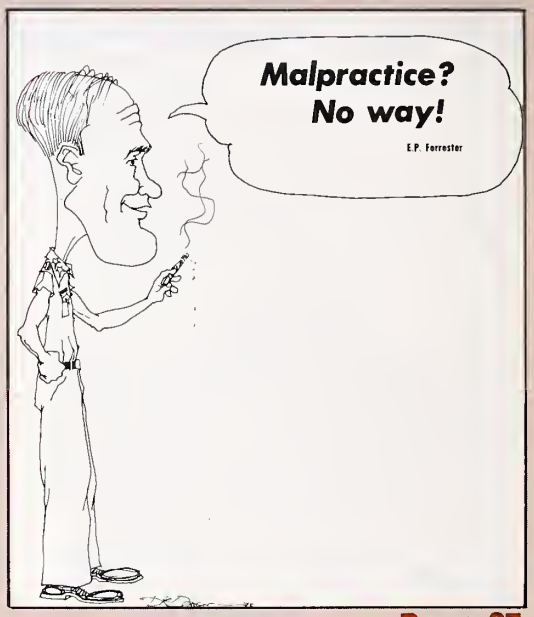

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PHOTO CREDITS

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COVERS

Would a building contractor start a house without a blueprint? Would an electrician go to work without a schematic? Would a recruiter start recruiting without knowing the regulations? Answer: No, no, no. The CG highly recommends to recruiters the importance of knowing the regulations — the tools of the trade. The story inside offers the answers to all your questions.

At some point in every recruiter/prospect interview there comes a time where it's either "the truth, the whole truth and nothing but the truth" or something less than that. The prospect can bend the truth to get in, or the recruiter can hedge on a tough question. In either case, a malpractice investigation can result. The story on p. 27 lays the ground rules and gives recruiters some information about malpractice.

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Letters

Magazines

I feel that an effective sales aid for the recruiting force would be to have a copy of all the major magazines published by the Army distributed to every field recruiter. This would be helpful for keeping recruiters informed.

SGT Gerald Freymoyer
Barberton, Ohio

The *Journal* would tend to agree with you but we recently received a list of such magazines from OCINFO, DA, and after reviewing the titles and subject matter, we're not sure. The list was headed with *Soldiers* and *PS Magazine;* if you're not getting these, and want them, check with the admin section or A&I because a change to the DRC pinpoint distribution account (DA Form 12-series) may be necessary. As to some of the others, *Biological Effects of Electromagnetic Radiation* and *HQDA Staff Management Newsletter* for example, they may not be appropriate. The professional, branch-oriented magazines (*Armor, Infantry, Air Defense Trends, FA Journal, Army Administrator, WAC Journal,* among others) are fairly high level, technical journals, and may be available by writing to the branch proponent school; check with your A&I shop on this.

Tips

There is a tip on page 6 in the September issue which suggests that the Army present certificates of award to students "who have scored high in the ASVAB. . . ." While the suggester should be commended for his interest and initiative, I feel that such action would be detrimental to the ASVAB program:

- It is service-unique . . . and violates the intent of directives which state that the services should present a unified voice to the education community.
- ASVAB is not an achievement test. Recognition should not be given for aptitude. Such recognition might imply that there is a passing grade for ASVAB, which is contrary to our philosophy.
- Selection of criteria for what is a high score would at best be difficult and at worst impossible. Selection would have to be based either on scores reported to the student, or the Army composites. In either case, we feel the local recruiter is unable to determine what is a "high score."
- There is a distinct possibility that such acts would violate the Privacy Act. We tell the student that the scores will be released to only the Armed Forces and the school. Recognition would necessarily require us to release scores to the student body. If an award were made, we would need the permission of the student (and the parent, if the student is under 18) prior to making the award.

Major John M. Lewis Jr, USAF
Chief, Information/Liaison
AFVTG, Randolph AFB, Tex.

Badges and Cords

Recent review of AR 670-5 shows the elimination from the uniform of the infantry cord for infantry officers, but that it may be worn by qualified personnel who are assigned duty as Army recruiters. While the term "recruiters" may not apply to officers, I am authorized to wear the recruiter badge, and I am truly proud to do so.

There seems to be a conflict: I am not a qualified recruiter but can wear the recruiter badge; I am a qualified infantry officer but cannot wear the infantry cord. Request your opinion and interpretation of the regulation and applicable comments.

CPT Robert J. Amiot
Area Commander, Santa Ana DRC

AR 672-5-1 governs wearing the recruiter badge, and a revision authorizes certain people to wear it temporarily when so designated by CG USAREC. Recruiting Force Management points out that the criteria do not require that the individuals be qualified recruiters, and area commanders may wear the badge.

The infantry cord may be worn only when assigned to an infantry unit, except that it may be worn "by qualified personnel while assigned as Army recruiters." Although not specifically stated, it implies enlisted personnel only since they actually perform duties as Army recruiters. Except when going back to an infantry unit, no one retains the infantry cord when departing USAREC.

Views and Reviews

MG Eugene P. Forrester and MSG James Farwell, St. Louis DRC

Let's stop and think a minute. What goals do we have? Ultimately, the continued success of the volunteer Army is our *number one* priority. Our prime short-term goal right now is making the weekly objective work — and I add, you're doing it. Things are looking much brighter — thanks to you.

Now these are large scale, Command goals. But we all have personal goals as well. The ultimate personal goal we share is to be the best at whatever we do. In the short run, I hope every recruiter's goal is to make his or her objective with the best quality people available.

How do you achieve this goal? Lots of ways: through proper time management; good, solid prospecting; follow-up; and numerous other things. However, I perceive many recruiters are slipping a bit on what I consider the most basic means of achieving these goals — a thorough knowledge of the regulations and fundmentals of solid recruiting. Others have noted this also, especially those who daily answer recruiter questions.

The AR 601-210 is your bread and butter! If you don't know it backwards and forwards you're recruiting on a very weak foundation.

"Well," you say, "I can always look things up."

In day to day work this may be true, but I can think of at least three weaknesses to that argument:

1) Prospects are not going to be impressed if you don't know your job cold. The prospect expects you to be the expert — *a real professional.* Stumbling and fumbling for answers is not the way to impress that young person.

2) Uncertainty about a regulation can end up in a malpractice allegation and investigation. Of course, this does your career no good. The Army suffers also; publicity can be bad *and* valuable manpower lost.

3) When the MOS test comes up next month, you will not be able to thumb through the reg. "I know just where the answer is" will do you no good then. This, too, has far reaching effects — particularly in terms of your future career opportunities.

Now you and I both know that a thorough knowledge of the regs doesn't automatically make a person a gold badge recruiter. But I'm willing to bet that every gold badge recruiter has mastered the reg! This should say something.

As far as I'm concerned, a complete knowledge of AR 601-210 is the real foundation of your professional development and helps make you a successful Army recruiter. Only *successful* recruiters carry their full objective — and make up others' shortfall!

Know the fundamentals — apply them! You and the Army will be the WINNERS!

EUGENE P. FORRESTER
Major General, USA
Commanding

THINGS: *tangible and intangible*

Sometimes we get so wrapped up in the goals for tomorrow that we forget how we got here today. We have all kinds of elaborate plans and preparations involving complicated systems and analyses to help us accomplish our mission. This is fine so long as we don't forget the basics. Looking at some of the basic things recruiters have at their disposal, there are tangibles, from DA Forms 31 to M-60 tanks, and there are the intangibles, including persistence, enthusiasm and other qualities. Here are how some people use some of these "things."

"If it's required, we get it for him," said Captain Michael G. Carkhuff, adjutant at the Jackson DRC. "We relieve the recruiter of his administrative and supply workload so that he can put people in the Army.

"A positive mental attitude is essential to begin recruiting successfully," Carkhuff continued. Citing possible pay problems as an example, he said that immediate action assures that all pay and entitlements are forthcoming when due, not six months late.

More than forms and service are included, according to Hadley Warren of Jackson's A&I division. "Assigning top priority to recruiter needs, we provide quality 'give-away' items directed primarily to students, things they can use in school such as metric charts, metric slide rules, metric rulers, and chalk holders for teachers — all proclaiming the Army message."

"Give-away" items have to be cheap enough to provide in quantity, they must of course carry the Army message, but maybe most important, they must be appropriate for the situation. The New Orleans DRC came up with an item that has become a collector's item.

New Orleans is Mardi Gras, the biggest free-to-the-public celebration staged in the US, complete with carnival balls and parades. Members of the parading krewes (social clubs) used to toss trinkets from floats to the crowds along the route, but a recent innovation has been the tossing of doubloons (aluminum disks with the krewe's emblem on one side and the ball's theme on the other) to watchers.

Doubloons have become collectors' items and individuals have been known to go to great lengths to secure one. Thousands of Louisianians have become doubloon addicts and clubs have been formed and meetings held where they are sold and swapped.

New Orleans DRC jumped on the parade-wagon and for the past few years has had a doubloon of its own struck. They are given to recruiters for free distribution to the people in their area. The 1975 doubloon showed the recruiter bell on one side with "Vanguard of Freedom — United States Army Bicentennial 1775-1975" on the other. There were 32,000 doubloons struck, 2000 in red and 2000 in blue with the balance in plain aluminum. They are inexpensive items but provide recruiters with an item prized by all who receive them.

Production costs were also a factor in Atlanta as the DRC developed

"Road to Leadership" produces prospect cards in New England.

THINGS: *tangible and intangible*

personalized posters.

Realizing that when recruiters "sell" the Army they are also selling themselves, recruiter identification in local markets was a subject addressed by the Atlanta DRC.

They experimented with many different methods. Personalized ads in local media are expensive. It was felt that the cost of personalized billboards for all recruiters would be prohibitive. Atlanta Ayer Rep Jon Saunders developed what was considered the best of both worlds, with a few additional benefits thrown in for good measures: personalized posters.

Saunders' basic poster included a standing head which could be produced with any recruiter's photo and station address.

The principle advantage of the posters over other methods was considered to be their flexibility. They can be placed where prospects are congregating; they can be used as giant calling cards when left behind after making high school visits and influencer cards. The recruiter's face is not only remembered by the counselor or CI, but also becomes known to the people who visit that person later — often prospects.

One advantage discovered is that they can be used directly in local advertising in newspapers. Another advantage which should not be overlooked is their morale-building quality. The DRC's experience is that recruiters like seeing their faces all over town, on posters.

And all over downtown Dallas and Fort Worth are 250 messages on the backs of 250 Metroplex buses.

The 200-year role of the Army is condensed into six words. The background is a middle-green, the word ARMY is yellow-gold, and all other lettering is pure white. The eye-level messages were complemented by 100 area billboards along major roads and special postcards for recruiters' use in the Dallas DRC.

Also on the road, for up to 10 months a year, are the exhibit teams put together by the USAREC Support Center.

THINGS: *tangible and intangible*

It's true: good advertising and dependable "tools of the recruiting trade" make the job of turning a prospect into a recruit a lot easier. But can billboards, regulations and giveaways do it alone? No, Sir! It takes many other "tools" that can only be found within the recruiter himself to get the job done.

Just what does make a successful recruiter? What are the qualities that are always found in those "hall of famers"?

Motivation is important. A recruiter must want to reach his objective and want to sell the Army to others. He must be willing to learn the basics of recruiting; the what to do, when to do it and how to do it. He has to take the time to educate himself so that he can talk about all facets of the Army to young men and women and answer their on-the-spot questions. He has to be able to adjust to changes in recruiting, the Army and the community he is serving. Being a recruiter is no small task.

Enthusiasm counts. A strong recruiter genuinely believes in the Army and the benefits he is offering. He (or she) needs to be on the ball 24 hours a day with the urge to tell every prospect he sees the "Army story" in a friendly and forthright manner. Hopefully, some of the enthusiasm will rub-off on an interested applicant.

Honesty is a must. Truth and fact is all that successful recruiters deal in. They are sincere, open and willing to talk and answer questions as truthfully as they can. Dishonesty will haunt recruiters either in the form of a discontented enlistee (who is quick to spread the word) or malpractice. Put yourself in the applicant's place. How would you feel if a recruiter did you wrong?

There's no substitute for **friendliness.** The 125 percent recruiter is always pleasant and shows real interest in a prospect's needs and problems. By asking questions and being a good listener the recruiter can identify the prospect's fears, objections, needs and desires. Often recruiters are too busy concentrating on what they're going to say to hear the prospect.

Leave the potential enlistee with a **positive** feeling. Most recruits have questions and need advice before making a decision which will impact on their lives. Offering help and counseling will be interpreted as a sign of interest and concern on the part of the recruiter. Do you remember the lady behind the counter of your favorite store who made you feel like the King of England? That's the way a prospect should feel about a recruiter.

A successful recruiter has **confidence,** a can-do feel-

According to Specialist 4 James Sims of the Providence DRC, the Support Center's "Road to Leadership" display directly resulted in more than 500 new prospect cards being forwarded to various DRCs. This display was set up for the 11 days of the New England Exposition held in West Springfield, Mass., attracting thousands of visitors from the six New England States as well as from New York and New Jersey.

"Road to Leadership" consists of four double-faced modules depicting the Army's programs that insure top quality leadership and professionalism: ROTC, US Military Academy, OCS, direct commissions, the warrant officer program, NCOES and NCO academies.

Another exhibit available for recruiting support is provided by the Training and Doctrine Command, recently on display in shopping malls throughout southern Louisiana by the New Orleans DRC.

Measuring 25x8 feet, this exhibit uses a variety of graphics and video displays to bring to life the history of Army training, the development of individual arms, Army uniforms, Army modes of transportation and 20th century physical training techniques. One of the highlights of the display is the film clip, "200 Years of Service," a three-minute film montage presenting over 530 scenes of the Army in action from 1775 to 1975.

Fort Sill is typical of posts putting mobile exhibits on the road to depict Army life and recreational areas available to potential enlistees. "Ambassador of Goodwill" is the name of a van co-sponsored by Fort Sill and the Oklahoma State Tourism Bureau. It is to travel around the country publicizing the benefits and rewards soldiers and their dependents may enjoy while stationed in Oklahoma at Fort Sill.

With Oklahoma City Ayer Rep Al Gaylor performing liaison duty between the post and the tourism bureau, before its departure the van was dedicated in front of the state capitol building by George Nigh, lieutenant governor.

The Cleveland DRC has been getting good mileage from the Bicentennial color guard from Fort Campbell.

The popularity of the Golden Knights, Silver Eagles and Sports Clinics as recruiting aids is a reason why many recruiters can't get their services when desired.

Schedules for the Knights and Eagles are decided in December by a DoD committee which must concern itself first with those civilian sponsors who are paying for them to appear at certain shows. Because of austere funding, USAREC can pay only for "add-on" days in conjunction with sponsored shows. When the Golden Knights are provided to USAREC for a recruiting-dedicated tour, their appearances are set up through regional A&SP offices.

To insure optimum utilization of resources, sports clinics are block-scheduled to regional recruiting commands; the September "Tie-Line" contains more on how they are used and scheduled.

ing, accentuating the positive and eliminating the negative. Confidence comes with experience, constant learning and a thorough knowledge of the Army.

Where does **determination** figure in? There is the story of a recruiter who wasn't getting any results from telephone calls. Wanting to prevent the day from becoming a disaster, he prepared a list of names and addresses of ten qualified candidates from computer printouts. He then went out in search of a prospect. There was no answer at the first two places he visited, so he went on to the third. "The boy's mother came to the door. As soon as she saw the Army uniform she went a bit wild. It seems that she had some hard feelings toward Vietnam. She grabbed a broom, opened the screen door and chased me all the way to the car, screaming and yelling." A bit unnerved but undaunted, he tried the fourth address where he finally found what he was looking for. Now that's determination!

A recruiter, like any other professional, must **know his limitations and weak points** and work to eliminate them. The strong points will take care of themselves.

A top recruiter never stops **prospecting,** concentrating on those sources which he feels are productive rather than trying to cover the waterfront. Referrals from enlistees or centers of influence are very important sources of prospects, as are schools and community affairs which attract young people and parents. Good community relations should never be overlooked.

There is nothing new or profound in this list of "winning" qualities: just the basics. Any football coach (or recruiting commander) knows that it is consistent rehearsal of elementary, proven basics by each player (recruiter) that makes a winner.

THINGS: *tangible* and *intangible*

Their first appearance for the DRC was leading the parade at the Pro Football Hall of Fame game in the late summer. Their Revolutionary War uniforms netted good newspaper and TV coverage.

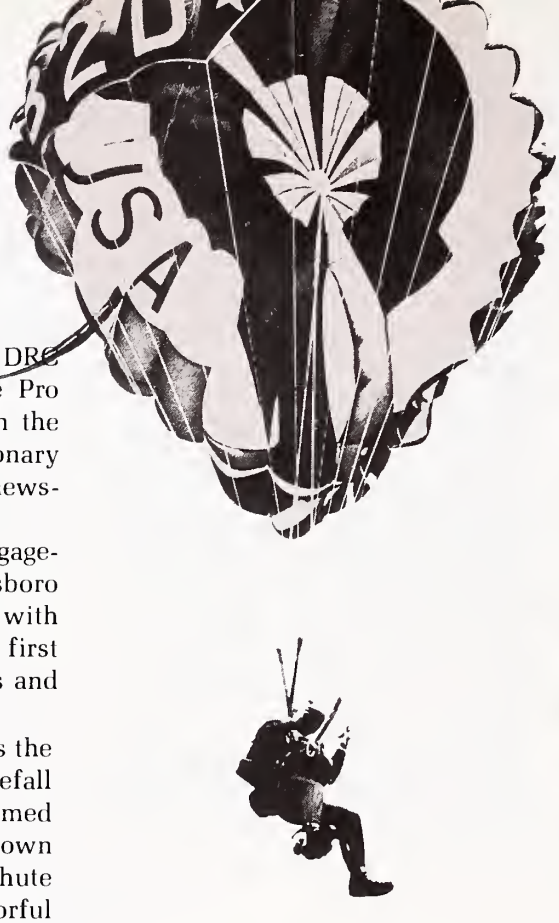
The color guard's second engagement was in the town of Streetsboro where the unit marched away with the "best of show" trophy and first place honors in the drum corps and senior color guard categories.

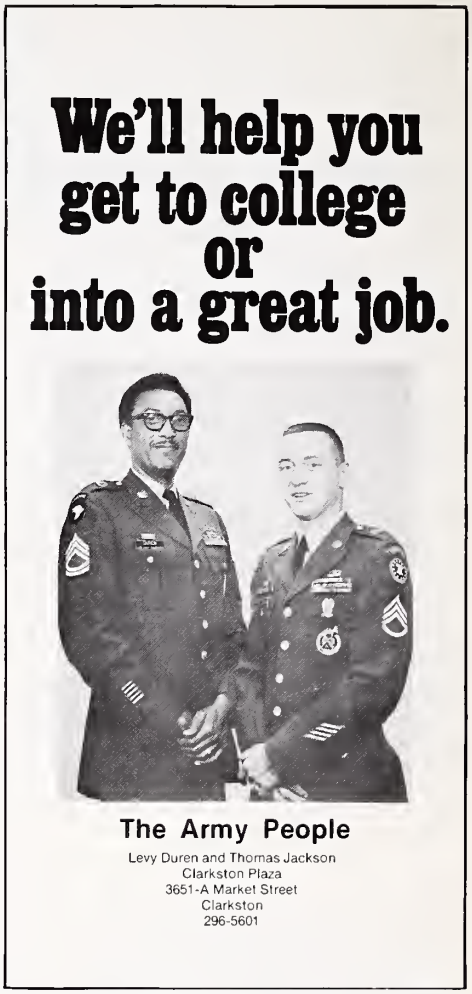
In support of recruiting efforts the 82d Airborne Division's Freefall Demonstration Team has performed all around the United States. Known as the "All American Parachute Team," their show is very colorful and a definite attention-getter, with the red, white and blue canopies dropping the team through the sky with red smoke trailing.

DRC commanders desiring additional information about the team's demonstrations, which include a 30-minute air show and working with local recruiters, should contact the operations officer of the Fort Bragg Recruiting Detachment (C: 919-396-9616/7902 or A: 236-7902).

Things that are available to the recruiter can be endlessly listed because new things are always being developed. At least as important in *having* things for recruiting success is how the things are used; there is no one right way to use any of these tools, only ways that work.

The Journal acknowledges the work of the following people, without whose help this article could not have been developed: Meda Usry, Jackson DRC; Frank Fiasconaro, New Orleans DRC; Donna Pittard, Atlanta DRC; Bob Lansche, Dallas DRC; SP4 James Sims, Providence DRC; SP5 Joseph Rushlow, Oklahoma City DRC; and Carol Masek, Cleveland DRC.





The 82d Airborne Division has a parachute team available; the Atlanta DRC has personalized posters; and in Dallas, the back of the bus has its eye-level message.

'Hey, Sarge! What's an MPP?'

"Par Kit?" What's a PAR Kit?"

"You know. It's that red, white and blue packet you used to get in the mail. It was full of cartoons, fill-in-the-blank radio spots and lots of other goodies."

Now that you know what a PAR Kit *was* you can forget it. It doesn't exist anymore.

What you're receiving instead is a white envelope with a blue label. On the label is the word ARMY with a gold star in the A. It's now called the Monthly Promotion Package. No, it's not going to be called the MPP Kit! (Ed. note: Wanna bet?)

Inside the white envelope you'll find what has replaced the PAR Kit. Lo and behold, it's radio and TV copy, news and features, the career column, photo features, filler items — all the things you and your local media people got used to finding in the PAR Kit.

So why the *Journal* article and the big hullabaloo over some cosmetic changes?

Why? Because there's more to it than that. True, it *does* have basically the same materials in it: but, a real effort is being made to freshen them up, make them a little livelier.

But most of all, there has been a major shift in emphasis with regard to the recruiter/editor relationship. The people who put the packet together want to know what your needs are, what you like about the packet, what you don't like about it and what you think will best serve your purposes. You are the experts on recruiting; what the editors want to know is what will serve you best.

In each packet you will find a return comment card. It will ask you how many of each item you were able to place, your opinion as to why you were able to place it, the kinds of material your local media prefer and where you'd like to see more emphasis.

If you're dissatisfied the only way the editors are going to find out is if you send this card. And, if you are satisfied, let them know it so they don't change what they're doing.

In keeping with the emphasis on field input, the editors are also asking for you to submit questions *and* ideas. The advertising shop at USAREC is, at least partially, in the transmission of ideas business. Send your ideas to HQ USAREC so they can be answered and/or transmitted for the benefit of your fellow recruiters.

One other dandy little addition to the package is the routing slip format printed on the folder. Hopefully, the station commander will ship the package around the office so everyone gets a shot at it.

Just one more useful addition: on the inside front cover of the packet you'll find a set of instructions on how to use the material. Obviously, it doesn't tell you how to get a radio station to use it, but it does explain what the pieces are to be used for and where they should be placed.

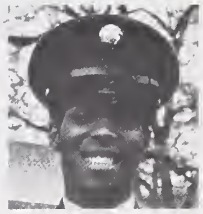
If you need some help on the actual placement of these materials, get your station commander to talk about it in a training session. You might also try listening to MSG Chuck Hayek's spiel on the June 1974 *Tie-Line* ("On the Road") or you can look back at the article in the January 1975 (page 22) issue of the *Journal*.

You should have real success with the new package. Whether you do or do not, LET US KNOW!

JOIN

THE

PEOPLE



WHO'VE

JOINED

THE

ARMY

R-r-r-ring...R-r-r-ring

by BETTY TALBERT
A&SP, SERRC

A man hung up the phone and said, "I wish Alexander Graham Bell had been stillborn!" He didn't mean that. He had been talking with someone on the phone who was difficult, and that is the problem. Too many people on the phone are difficult.

Please don't be difficult on the phone. You're communicating with another human being and either he has a problem, or you have a problem. If you both want a good solution or resolution, be pleasant.

To get a smile in your voice when you answer the phone, put a smile on your face. The tone of that smile will carry.

Pre-call preparation

Know the number. If you dial the wrong number, and it's your fault, that kills the voice with a smile.

Know the name of the person you wish to speak to.

Know whether another person can assist if the person you are attempting to reach isn't there. If you want to leave a message, what is the message?

Write out the questions to which you need answers.

Jot down the key words to be sure the information you are relaying is complete. This will help you come on strong and clear.

The call

Write down the name of the person answering the phone; give your name, who you are, and why you are calling. Do this unhurriedly.

If a secretary can answer your question, don't ask for her boss. People who treat receptionists and secretaries as though they were weak-minded usually get a response in kind. It is a conservative estimate that, for every slight that a secretary suffers, she knocks ten points off your intelligence quotient. Frequently, the boss has as much respect for his secretary as for anyone who may be calling.

Use the name of the person who answered the phone. It establishes a good relationship with her (or him). She prefers not being treated like a recording or computer extension; she is a human being who is going to help you achieve your telephone mission.

If you are giving information, ask the person taking the message to read it back to see if you gave it straight. When you admit that you might have missed or forgotten something, you get all sorts of good cooperation.

Your party isn't in and you're reluctant to leave your number for fear he won't return your call. Don't be. Give him an opportunity to call you. If he doesn't return your call within a reasonable length of time, call him back. Simply say, "I was out of my office (or my phone has been busy), and I thought you might have tried to reach me!" Don't have guilt feelings about being over-eager when your actions are courteous and businesslike.

If you are receiving information, get the name and position of the person giving it to you. Ask for his phone number in case any questions arise in your office. Offer to read back the information received to avoid errors.

When you encounter doubt on the other end of the line, stop the flow of information. Get the person's attention by saying, "I have a feeling our connection was broken, would you let me know what you have?" This usually brings a confession that something was missed. As a confession of ignorance is the first step toward knowledge, you're both back on track.

Several other helpful telephone habits are: Ask the person taking a message if he has pencil and paper; spell your name slowly; preface your telephone number with, "My number is . . ."; before you ring off, say "Thank you."

It is good to say "Goodbye." That is the old, courteous "God be with you," and it rounds out a phone call.

Think of your communication on the phone as you would think of writing a letter. If a letter is abrupt, illegible, coarsely worded, poorly constructed, and lacking in amenities, it's going to get the attention it deserves.

Ten tricky tips on telephone tending

Guaranteed to turn callers away in droves

By JOYCE LYNCH
HQ SWRRC

1. For openers, recite your entire organizational structure: "Headquarters, Southwestern Regional Recruiting Command, Advertising and Information Division, Public Affairs Branch, Mrs. Lynch speaking." With luck your caller will have by then forgotten why he called and will pretend he has a wrong number.

2. Practice snarling. When you hit on your most obnoxious tone, hurl it into the receiver at every opportunity. Make sure it comes through regardless of the polite words you use so the caller knows that what you really mean is "Why the hell are you bothering me."

3. If the caller asks for someone who isn't in, cut him off at the pass with a curt "He's not here." Period. Don't offer to help or take a message — he may take you up on the offer and then take up several minutes of your valuable time.

4. When someone asks to speak to your boss and he isn't in, be completely candid. Say, "Oh, he doesn't come in this early," or "I have no idea where he is or when he'll be back. So what if it happens that his boss is at the other end of the line?

5. If your caller insists on waiting for someone who's on another line, put this caller on hold and forget him. It's too much trouble to pick up the phone from time to time just to reassure him he hasn't been disconnected or abandoned. If you ignore him, he may just go away.

6. Don't let business interfere with pleasure. If the call is personal, lower your voice to a whisper and chat for as long as you like. Don't worry about tying up a business line, if it's important, they'll keep trying.

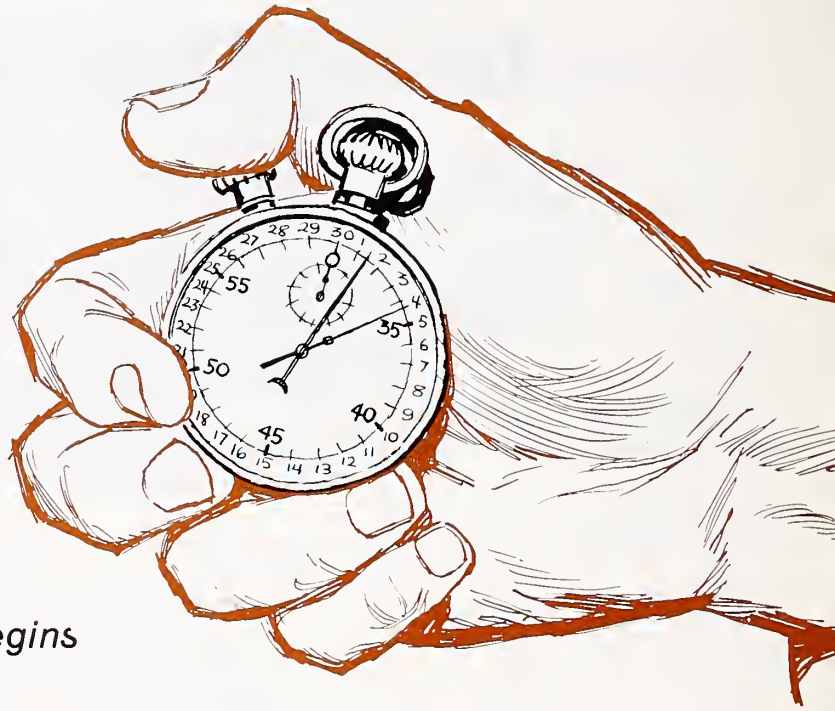
7. Keep in mind that it is not necessary for you to extend your telephonic personality to the extreme of replying in polite phrases or whole sentences. An occasional grunt or groan during expectant pauses should be sufficient. After all, it's his call, isn't it?

8. Never jot down the caller's name or message. If it's important, he'll call back.

9. If the caller asks for some information, give him the "idiot treatment." Tell him what he wants to know but with just the right inflection to convey the message that "any idiot would know that."

10. Remember, even though communicative crabbiness on the telephone is a real art, with a concentrated effort you can prove that it's just as easy to be nasty as to be nice.

Every second counts



*Have you ever noticed how little effort it **seems** to take for some recruiters to make their objective? How do they do it? It begins with proper time management.*

Recruiters have been relieved for malpractice, misconduct and inefficiency. Malpractice is inexcusable and misconduct can not be condoned. But inefficiency, according to many station commanders, is just another term for not having, or not using, a work plan.

Plain dumb luck may keep an inefficient recruiter's head above water for awhile, but eventually his lack of planning, or poor adherence to a plan, will pull him under.

Every old recruiter has said, and every new recruiter has heard, "Plan your work and work your plan." Simple, straightforward, and to the point.

Except, how do you do it?

According to Professional Development people, when a recruiter walks into the station Monday morning, that day should already be 100 percent planned, Tuesday should be about 75 percent planned, Wednesday about 50 percent complete, and Thursday and Friday should be pretty well under control.

To get to that point all the recruiter does is write down each thing he has to do, and when he has to do it. That's planning your work.

The second half of the phrase, "Work your plan," means doing what is planned.

See, we told you it was simple.

Now, the hard parts.

When you find out you have to do something, write a note to yourself about it. If the date or time is not specific, you can work it into your schedule at your convenience. If the date or time is specific, plan your work around it.

Suppose, for example, that you have five specific sections or neighborhoods in your recruiting area, and each one of them is roughly equal to any other, and each has a high school. If you labeled them A, B, C, D, and E, you might plan to spend Monday in A, Tuesday in B, and so on.

Variations on this idea could be substantiated by checking the ZIP Code Accession Report, working your SMART board, latest census figures, or whatever else is available that might shed light on the question of how much time you should spend in any part of your recruiting area.

But, assuming that each area has the same production potential, you might begin by trying to keep all your appointments, meetings, contracts and travels in area B on Tuesday, for example.

But what about the hot prospect in area E who can see you only on Tuesday? If you are already firmly committed to area B on Tuesday, you have to go out of your way to contact him. If you find out about this hot prospect early enough, plan your Tuesday itinerary to be in area E also.

The thing is, you can make better use of your time if all of your con-

Every second counts

tacts and visits on any one day are in the same geographic area.

The next thing to consider is the relative importance attached to each visit, contact or stop. Many times, importance can be directly related to the length of time needed for a visit or stop. Half an hour spent with a high school guidance counselor can pay more dividends than three hours spent with a reluctant Cat. IV. The importance of one stop or visit may dictate the major part of a day's activities.

The more important the contact is, the more time has to be allowed in your schedule for a "fudge factor." Some older recruiters may prefer to call it experience, but by whatever name, make allowances so that you will be on time for an important appointment. The more important the appointment, the more time you should allow for road blocking accidents, St. Patrick's Day parades and other traffic tie-ups. For example, if your appointment is in Lincoln, Neb., on the day of the Oklahoma-Nebraska football game, your traffic problems have been years in the making, and that's about how long it will take to get through the congestion.

So you make it through the Oklahoma-Nebraska game traffic, arrive at the appointed place at the proper time, only to be told that the person you were to meet left town two days ago on urgent business. Now what?

This shows that you forgot one basic thing: reconfirm your appointments by telephone the day before. The chances are that you used the phone to set up the original meeting, so why not spend a dime on another call rather than many gallons of gas and a couple of your hours?

If during your telephonic reconfirmations of appointments you find that people are always changing appointment times, you should re-examine the original appointment times you set up. For each person you want to contact, there is an ideal time in the morning, afternoon or evening. An applicant working on a farm may not welcome you during the afternoon milking because he is too busy. People working the swing and graveyard shifts at a factory have some very specific ideas on when a recruiter should or should not drop by for a visit. The school football coach isn't very interested in bystanders during team drills and practice.

You should know the open times available to your contact or prospect, and you should call during the times when the individual can be reached without unduly interfering with his job or activities.

It is the telephone that allows a recruiter to set up a daily work plan that will actually work. Although virtually indispensible to a recruiter, the telephone will not get a signature on the bottom line. That signature comes only when the recruiter works the plan that he develops.

Tips... for increased effectiveness

Sergeant First Class William "Red" Irving (Tonawanda, RS, N.Y.) has found a terrific offering he can make to area high schools. He distributes copies of DA Pam Nr 108-4 ("Index of Motion Pictures for Public Non-Profit Use") to area high schools so that they can take advantage of Army produced films on drug abuse, technical and history related subjects. These films are made by the Army and show Army people so they are great publicity. SFC Irving gets the pamphlet from Fort Drum, New York, an Army post nearby. He has already made six presentations in one high school alone, and the local public library has asked for a copy.

Station Commanders' training ideas

This continuing feature is designed to assist station commanders with their professional development programs. It does not replace district and regional programs, guides and schedules. It is not intended to be a schedule at all; instead, feel free to adapt it to your local needs and situation as you see fit. Be sure to add to the list of references materials you have on hand. We recommend that you clip out these articles and keep them for future use.

SUBJECT AREA	REFERENCES	OBJECTIVE AND/OR REMARKS
DD Form 1966	USAREC Cir 310-3 DTD 1 July 1975	The DD Form 1966 either cancels altogether or eliminates the use of 11 forms. Review this circular to insure you are familiar with the use of current forms.
DD Form 1966	USAREC Cir 601-10 DTD 26 June 1975	Knowing how important the DD Form 1966 is, do you fully understand the instructions for completing the form correctly? Do you know the policy? Review the complete circular.
Waiver Processing Procedures	USAREC Cir 601-18 DTD 17 July 1975	Have a question about waivers? Review and familiarize yourself with all forms used in a waiver packet and how to complete those forms. Complete information is included in this circular with sample instructions for completion of each form needed.

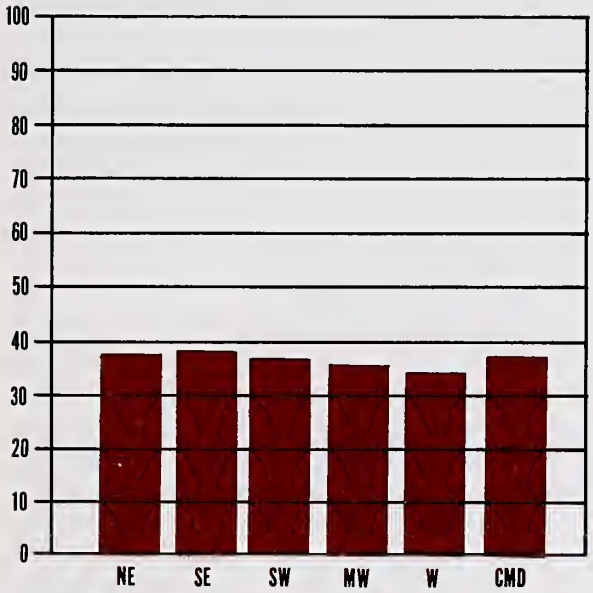
OOE quiz

Policy Branch of Recruiting Management receives questions from the field on a daily basis. Those printed below are representative of the inquiries received most recently. Both questions and answers were provided to the *Journal* by Policy Branch, Recruiting Management, HQ USAREC.

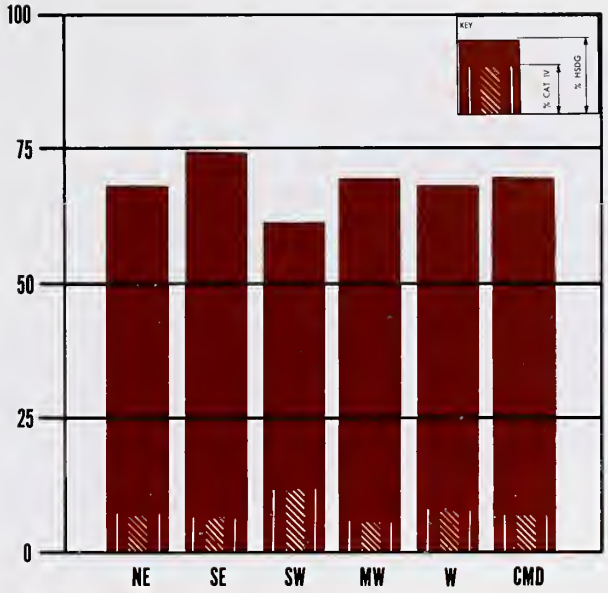
1. When are applicants requiring a moral waiver ineligible for reenlistment processing to determine their mental and medical eligibility?
2. Is the Enlistment Guarantee Card (DA Form 3285) still in effect?
3. How soon after request for discharge from the DEP is initiated is the applicant's school space cancelled?

Answers on page 29

Q-2



Percent of FY 76 objective accomplished as of 31 October



Percentage distribution of Non-Prior Service High School Diploma graduates and NPS male Category IVs by region

September QIPS credits/recruit* RRCs

1.	SERRC	4.809
2.	NERRC	4.232
3.	WRRC	4.016
4.	MWRRC	4.001
5.	SWRRC	3.835
	Command	**4.195**

1.	San Juan	6.058
2.	Jacksonville	5.839
3.	Montgomery	5.443
4.	Sioux Falls	5.036
5.	Syracuse	5.035
6.	Charlotte	5.005
7.	Concord	4.941
8.	Raleigh	4.896
	Columbia	4.896
10.	Boise	4.829
11.	Boston	4.778
12.	Albany	4.772
13.	Columbus	4.767
14.	Miami	4.577
15.	Atlanta	4.564
16.	Lansing	4.477
17.	Honolulu	4.469
18.	Baltimore	4.454
19.	Helena	4.442
20.	Omaha	4.421
21.	Cincinnati	4.420
22.	New Haven	4.371
23.	Harrisburg	4.335
24.	Minneapolis	4.333
25.	Phoenix	4.332
26.	Richmond	4.294
27.	New Orleans	4.263
28.	Santa Ana	4.249
29.	Nashville	4.169
30.	Washington	4.152
31.	Milwaukee	4.107
32.	Beckley	4.106
33.	Sacramento	4.100
34.	San Francisco	4.087
35.	Newark	4.069
36.	Salt Lake City	4.061
37.	Providence	4.060
38.	Dallas	4.049
	Niagara Falls	4.049
40.	Albuquerque	4.043
41.	Fargo	4.023
42.	Amarillo	4.021
43.	Little Rock	3.996
44.	Cleveland	3.958
45.	Philadelphia	3.924
46.	Indianapolis	3.915
47.	Newburgh	3.898
48.	San Antonio	3.897
49.	Jackson	3.886
50.	Los Angeles	3.885
51.	Pittsburgh	3.853
52.	Louisville	3.846
53.	St. Louis	3.810
54.	New York	3.790
55.	Des Moines	3.784
56.	Portland	3.746
57.	Denver	3.741
58.	Peoria	3.718
59.	Oklahoma City	3.520
60.	Detroit	3.499
61.	Kansas City	3.488
62.	Seattle	3.450
63.	Houston	3.329
64.	Chicago	3.302

September QIPS credits/recruiter* RRCs

1.	SERRC	18.517
2.	SWRRC	13.157
3.	NERRC	11.952
4.	WRRC	11.580
5.	MWRRC	9.511
	Command	**12.399**

1.	Jacksonville	24.637
2.	Montgomery	22.821
3.	Miami	21.420
4.	San Juan	21.388
5.	Raleigh	20.082
6.	Jackson	19.120
7.	Atlanta	18.989
8.	Columbia	18.730
9.	Honolulu	17.875
10.	Baltimore	17.618
11.	Dallas	17.218
12.	Phoenix	17.077
13.	Richmond	17.065
14.	New Orleans	16.875
15.	Little Rock	15.757
16.	Syracuse	15.492
17.	Nashville	15.192
18.	Cincinnati	14.846
19.	Concord	14.237
20.	Louisville	14.159
21.	Beckley	14.064
22.	Boston	13.892
23.	Albuquerque	13.851
24.	Philadelphia	13.521
25.	Charlotte	13.486
26.	Washington	13.451
27.	Los Angeles	13.203
28.	Santa Ana	12.849
29.	Lansing	12.809
30.	Detroit	12.457
31.	Portland	12.451
32.	Indianapolis	12.189
33.	Cleveland	12.014
34.	New York	11.952
35.	Denver	11.737
36.	Houston	11.435
37.	Columbus	11.309
38.	Newark	11.276
39.	Oklahoma City	11.254
40.	Pittsburgh	11.198
41.	Sacramento	11.098
42.	San Antonio	10.862
43.	Amarillo	10.500
44.	Harrisburg	10.286
45.	Providence	10.029
46.	Seattle	9.857
47.	Albany	9.774
48.	Newburgh	9.452
49.	Niagara Falls	9.380
50.	San Francisco	9.346
51.	New Haven	9.058
52.	Omaha	8.629
53.	Minneapolis	8.470
54.	Helena	8.304
55.	Milwaukee	7.731
56.	Boise	7.682
57.	Chicago	7.664
58.	Salt Lake City	7.568
59.	Kansas City	7.515
60.	St. Louis	7.214
61.	Des Moines	6.733
62.	Peoria	6.541
63.	Fargo	5.206
64.	Sioux Falls	3.917

*Rankings based on preliminary information received from regions. Does not include bonus credits.

Field File

THE PORTLAND DRC FOUND A SIMPLE SOLUTION for recruiting stations that may be difficult to find. Such a sign can not only point out the location, but can carry a sales pitch as well.

"FAIR WEEK" is a very important event in the midwest, bringing people to the county seat from miles around. The 1975 Wood County Fair, near Bowling Green, Ohio, was no exception. **Sergeants First Class Thomas Griffin** and **Walt Phillips,** and **Sergeant Bruce Carroll** of the Bowling Green station saw the fair as a good chance to get involved in their community and to receive more exposure in the community.

It took a lot of organizing, but through the UOC office at Fort Knox, they arranged for a "Cobra" gunship to fly in for the event.

On Saturday night, SFC Griffin drove his "Stars and Stripes Special" in the fair's demolition derby. Painted red, white and blue, the car had "Army" written all over it along with the recruiters' names.

Although the car didn't win the derby, they did win good publicity and contact with young people and influencers alike. (Debbie Gorman, R&CCJ Editorial Assistant)

WHEN A SUSPICIOUS-LOOKING BRIEF CASE appeared on the loading dock of the Federal Building in Indianapolis, the Federal Protective Service, the FBI and the Indianapolis Police Bomb Squad took charge of the situation and opened the case, ver-r-r-r-r-y carefully.

There was no bomb, just Uncle Sam pointing up from an Army recruiting poster.

The next day, **Sergeant First Class Joe Tremblay** returned to the Indianapolis DRC and asked if anyone had found his briefcase. The briefcase had been found, he was told, and that he could get it back from the building security people. There's more to the story, but we can't print it here. (Maryhelen G. Correll, Indianapolis DRC)

IT TOOK ONLY 30 SECONDS to make **Sergeants First Class Al Coney** and **Clem Pignatelli** the happiest men in Michigan.

The two Saginaw recruiters were elated when **Felton Woods,** a boxer they trained, became the Michigan heavyweight AAU champ by decking his opponent in 30 seconds of the first round during the championship bout in Detroit.

Coney and Pignatelli run a boxing program in Saginaw which trained 14 fighters this year besides champion Woods. Seven of the fighters went to the state Golden Gloves championships and three fought at the state AAU meet.

Woods is prior service and one of the older fighters trained by the recruiters. Coincidently, Woods replaced Coney on the All-Army Boxing Team when he joined the Army and Coney became a recruiter four years ago.

The two recruiters spend a lot of time working their boxing program but it pays off.

"We wouldn't be doing this if we didn't love boxing and really want to help young people in Saginaw," said SFC Coney.

"We expect to do even better next year," said Pignatelli. (Michael Galbreath, Lansing DRC)

GO WHERE THEY ARE, AND WHEN, is the idea behind a new recruiting station in the Philadelphia DRC.

Americana Village in Willingboro, N.J., is a former discount department store converted to over 150 shops in a "country village" setting. The management of the mall donated space for a recruiting station on a rent-free basis.

Sergeant First Class Ralph Ervin mans the station during mall business hours: Thursdays and Fridays from 6 p.m. to 10 p.m., Saturdays from 11 a.m. to 9 p.m., and on Sundays from noon to 6 p.m.

According to SFC Ervin, these weekend hours are more effective than traditional business hours.

Studies have shown that over 70 percent of all shopping is done during these hours.

"We've been open only for a short time," SFC Ervin said, "and the traffic has been very good. This is a new approach to recruiting; we're going where the people are, at times when we can reach them." (Phil Sheridan, Philadelphia DRC)

SSG Tony Iasimone, Elizabeth, N.C., doesn't need any fish stories — he caught a 58 pound Channel Bass to set a new record at the Outer Banks Pier in North Carolina.

WALKING THROUGH DEATH VALLEY produced $2400 for the Muscular Dystrophy fund during a California TV telethon.

Staff Sergeants Mike McCoy and **Daniel Landeros,** accompanied by three Air Force recruiters, walked 114 miles through Death Valley during the "cool" evenings when the temperature was a tolerable 100° F. Starting a few miles west, at Shoshone, Calif., the five men finished six days later at the bottom of 500-foot-deep Ubehebe Crater.

McCoy, a guidance counselor at the Los Angeles AFEES, and Landeros, a recruiter at Redlands, Calif., collected $1000 in pledges and the Air Force recruiters collected $1400, all of which was turned over to the fund.

Staff Sergeant Don Taylor, a San Bernardino recruiter, drove a van equipped with salt tablets and water for the hikers. (Santa Ana DRC)

WHEN A JOB NEEDS TO BE DONE in the Lubbock, Tex., recruiting station's area, the recruiters do it themselves.

When, due to austerity or prior commitments, they were unable to obtain mounted units from Army posts for parades and other events, they formed their own. **Sergeant First Class Timothy J. Leatherman, Sergeant First Class Arlen W. Hastings, Staff Sergeant James R. Edmondson** and **Staff Sergeant George Simmons** are all members of the Rawhide Ropers, a local roping club. Since they all own their own horses, the formation of their own riding unit was a simple matter.

During the 18 months it has been in existence, the group has ridden in several parades. (Amarillo DRC)

THE ARMY OF THE 1880's is represented by 1975-vintage recruiters for events like the Salt Lake County Fair parade in Murray, Utah.

Members of the Salt Lake City DRC "cavalry" are, from left, Sergeant Fred Hicks, Master Sergeant Frank Treadwell, Sergeant Marilee Hatch and Sergeant First Class Ernie Rison.

Wearing uniforms similar to cavalry uniforms of the 19th century, four members of the Salt Lake City DRC have led a number of local parades in southern Utah and have always been well received by audiences. (Salt Lake City DRC)

Field File

THE BIG GUN IN BAYTOWN, Tex., is a model of an M-16 rifle which is part of the Fort Polk station of choice exhibit. **Staff Sergeant Lawrence Noel,** Baytown recruiter, was on hand when the exhibit was set

Staff Sergeant Lawrence Noel shows Darlene Shaw and Lawrence Martinez the oversized M-16 model that is part of the Fort Polk SOC exhibit.

up in a shopping center parking lot. The tractor-trailer display is complete with TV film clips, photographs and models of equipment used by the Army. (Catherine Rubin, Houston DRC)

RECRUITING IS A FAMILY AFFAIR, relatively speaking (Part II). Consider:

At the Raleigh DRC this summer, **Harriett Lee Brinn** of Rocky Mount, N. C., received her commission as a second lieutenant in the Army. She is the daughter of retired **Navy Captain Rufus T. Brinn.**

In Milwaukee, **LTC Duane H. Miller** (USAR) enlisted his son, **Kevin,** into the Regular Army for three years. LTC Miller is assigned as an umpire with the 85th Division at Fort Sheridan.

Also in Milwaukee, AFEES commander **LTC Robert D. Arney** swore in his son, **Thomas,** 18, for a "maturing experience." Tom learned of the travel opportunities from his father and now he wants to experience some of them for himself.

Two new WAC second lieutenants received the oath of office from their father in New Orleans. **Colonel** (ret) **Samuel D. Wilder** gave the oath to **Gwendolyn Wilder Lee** and **Kathleen Marie Wilder** as they joined the Army this summer.

The third son of **LTC Steven A. Samuels** joined the Army at Fort Hamilton, N.Y., as LTC Samuels administered the oath. **Douglas Samuels** followed in the footsteps of his brother **James,** now at Fort Meade, Md., and **Charles,** who is now out of the Army.

With a family military tradition dating back to the Revolutionary War, **Sergeant First Class James B. Hoggard** of Jackson, Miss., convinced **Bruce Gerald Clarke** to continue the tradition. Bruce is the son of **Colonel** (ret) **Ralph F. Clarke.**

Kathleen Warner decided she wanted a marketable skill of her own so her husband, **Sergeant Charles Warner,** recruiter in Lakewood, Colo., had another enlistee. She is now in training at Fort Sam Houston and hopes to be assigned to Fitzsimmons Army Medical Center in Denver.

Meeting objectives twice as fast as other recruiters, **Sergeant First Class Sam Alexander** of Pensacola, Fla., and **Staff Sergeant Bennett W. Johnson** of Panama City, Fla., enlisted two members of local families. SFC Alexander persuaded **Edwin** and **Frederick Weddeke** to join together and SSG Johnson recruited **Charles** and **Jason Helms** the same day. The four brothers chose combat arms together.

When **Robert Walker** joined the Army, it was no small accomplishment for **Staff Sergeant Clarence D. Robertson** of Virginia Beach, Va. Robert's father has been selected as the Master Chief Petty Officer of the US Navy, equivalent to the Sergeant Major of the Army. Robert chose the Army after studying what each service could offer him in the law enforcement field. Sailors may have more fun, but many of their sons do it in the United States Army.

A 120-POUND GIRL is not your usual tank driver, but **Specialist 4 Debra Houghton's** manner of handling a 52-ton monster makes believers out of skeptics.

When she enlisted last December, SP4 Houghton opted for medical training. When it was later determined that no vacancies were open in her preference, she let the Army select another skill to be trained in.

Based on her mechanical and electronics test results, she was selected to attend a tank turret mechanic's course after basic training. She finished second in a class of 13, and the other 12 were all males.

Debi found that her 5'3-1/2" stature was no handicap in handling the controls, but she does use a 6" booster seat to give her the same field of view as other drivers have.

She is also certified as a tank inspector, and her current job is inspecting and road-testing M60 tanks

Specialist 4 Debra Houghton, from Denver, checks a road-wheel on an M60 tank as part of her duties as a tank inspector with the Tank-Automotive Command.

before they are accepted by the Army.

"Locking the parking brake and raising the engine grill doors take some muscling and are the toughest things for me to do," SP4 Houghton says, but she has made believers out of people. (IO, Tank-Automotive Command, Warren, Mich.)

VISIONS OF A BRICK-SMASHER, tall and lean, with hands of steel. That's what one expects when it is announced that an Army judo instructor will give a demonstration at the school.

After the introduction, **Master Sergeant John Powell** ambles into the gymnasium, short, balding, and wearing a green sweatsuit. You can see the disappointment in every face.

"My name is John Powell and what I would like to talk to you about today is self-defense consciousness," the little man says, and what follows is an experience that is enjoyable and pleasant, and informing, because of the wit and antics of the former head coach of the World Judo Championship Team.

In his 37 years, he has spent 19 years in the Army and 20 years studying the martial arts. MSG Powell's instructors have included some of the world's best from Korea and Japan. He has conducted over 400 Judo clinics and he has given his "Self Defense Consciousness" presentation in over 1500 schools from California to New York.

MSG John Powell at Dixie Heights HS, Edgewood, Ky.

He recently returned to the Cincinnati DRC area to aid local recruiters by giving his demonstrations in local schools. MSG Powell was a recruiter in the Dayton, Ohio, area before he became a member of the Army All-Stars. Even after his projected retirement this year, he plans to continue his assistance to the recruiting effort. (SP5 Michael Brown, Cincinnati DRC)

The Woman Behind the Silver Badge

What's better than being the "woman behind the silver badge?" How about being the woman behind several silver badges.

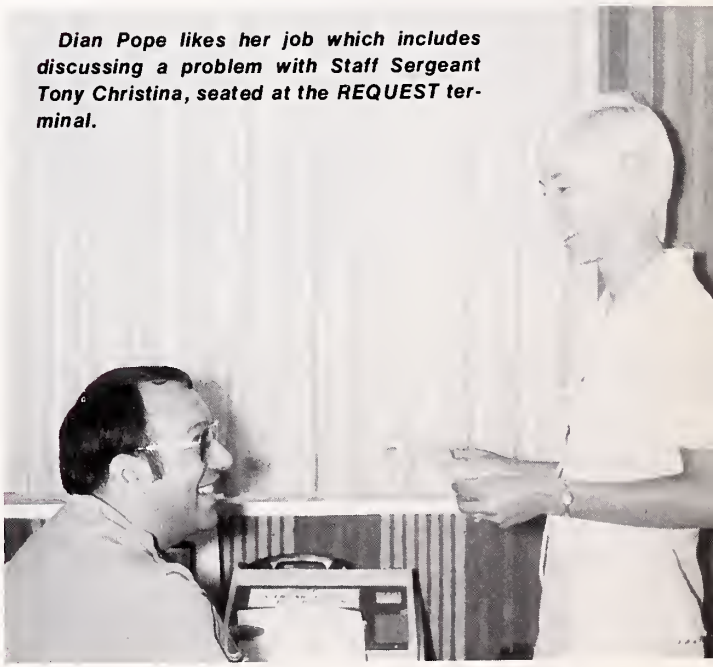
Dian Pope is not only the wife of Master Sergeant John Pope, assistant area commander in Zanesville, Ohio, she is also a personnel clerk working with the Army guidance counselors at the Columbus, Ohio, AFEES.

As a personnel clerk, Dian does as much as she can in support of the guidance counselors, from typing and filing to taking predictions and helping applicants find the right doorway. Although she admits to being a good liaison between the Zanesville area and the guidance counselor who takes care of it, the other Columbus guidance counselors are quick to point out that she treats them all equally, showing no favoritism toward her husband's area.

As a wife, Dian enjoys talking "recruiting" with her husband. They talk about their jobs, and consequently learn about both sides of the coin. The different point of view helps each in their particular job.

To say she believes in the Army would be an understatement. Besides her connection as a dependent and co-worker, Dian also served in the Women's Army Corps. When asked what she would tell young women thinking about entering the Army, Dian would say that it is a good experience. "Mature girls can make it," according to her. "The offerings in the Army now are much better than when I was in. You can choose a lot more (in the way of jobs and training) than I could." She also feels that the Army is making important steps toward equality for women.

Dian is good publicity for the Army. It's easy for everyone to see that she's sincere when she says, "My husband and I really like the life."



Dian Pope likes her job which includes discussing a problem with Staff Sergeant Tony Christina, seated at the REQUEST terminal.

SSG John D. Ashworth

Let your phone do the walking

by CYNTHIA I. NASON
Atlanta DRC

I believe much of the recruiting success I've enjoyed has been due to my telephone contact program. I've found that efficient telephone technique saves me a great deal of time, cutting down on door-to-door visits and eliminating ineligible prospects early in the game.

Basically, I ask to speak to the prospect and then identify myself. When the prospect isn't home and one of the parents answers, I talk to him or her briefly and ask about the plans their son or daughter has for the future. If college is mentioned I describe, in very general terms, the advantages of Project AHEAD. I have found, though, that it's a good idea not to get specific by naming the program, or by using any military terminology for that matter, until it becomes necessary later on — with either the parent or the prospect.

The point of this initial conversation is to let the parent know that you are concerned about the welfare of the young man or woman. And this *does* have to be a genuine concern. People can see through false interest very quickly. When you close the conversation by asking the parent to have their son or daughter call, they're sure to pass on the message.

When you reach the prospect, a good general rule is not to sell on the telephone. Concentrate, as you did with the parent, on establishing rapport. You can gauge the prospect's interest by asking questions; the response is the key. For instance, I'll ask, "Did you know the Army has a program that allows you to enlist and go to college?" If he wants you to tell him more, then you know he's giving the question some thought. At this point you pursue the subject in some detail.

Be sure you don't do all the talking, though. Let the prospect talk about his interests; it builds rapport and gives you some leads as to his interest. In fact, I've had several people "talk" themselves in.

Something to avoid, especially in the early part of the conversation, is that of giving the prospect the opportunity to get in a definite "yes" or "no" on the subject of enlistment. Keep the conversation open so it has somewhere to go. If you ask a prospect if he's interested in the Army and he says "no," the conversation has come to an end.

You will find, on the other hand, that there are times when it's best for a conversation to come to an end. When the prospect doesn't have a lot of time or is distracted by background noise, terminate the conversation after building his interest and contact him later.

Of course, I use different approaches according to the category the prospect belongs to. When dealing with college graduates, for instance, I let them talk out their frustrations on the subject of job hunting and the need for experience many positions now require. Prospective employers today are looking for successful work experience at a responsible level and experience in working with people and material. Clearly, these job hunting graduates need to know that the Army can give them these opportunities.

And finally, consider the possibility of doing your preliminary screening of a candidate over the phone. When you have the prospect on the line, have your 200 Card and planning guide in front of you. Ask the basic questions to eliminate him if he cannot qualify. There's no point in setting up an appointment with him if he's 4'11" and 280 pounds.

These are just some observations of mine on the subject of telephone technique. Naturally, you have to deal with each prospect individually. Conversations also have a way of guiding themselves.

The techniques I've described seem to work. I'd estimate that of 20 calls, I get about 15 to 18 appointments and convert about half of them into enlistments.

SSG John D. Ashworth has been a recruiter for two-and-a-half years, consistently hitting better than 100 percent of his objective. SSG Ashworth recruits out of Decatur, Georgia.

Spotlite

Teamwork is the key to in USAREC's first gold star

SFC James Shores: "I couldn't ask for better NCOs" than SFC Aubry Wetherington, SFC Gary Foust, SFC Willie Hendry and SFC George Turner.

Teamwork was cited as the reason for success by the commanders of USAREC's first two "gold badge stations," where each recruiter wears the gold badge.

Sergeant First Class Charles (Chuck) Reddick of Birmingham, Ala., and Sergeant First Class James G. Shores of St. Petersburg, Fla., were unanimous in their one-word definition of success for multi-man stations.

"One recruiter might have an excess of people — more than he needs for his objective," says SFC Reddick. "Your other recruiters may be hurting for that particular month; each recruiter must help other recruiters to help the station. The following month, the recruiter who had a lot of people last month might be hurting, so we have to help each other out. When we help each other, the station moves along, the recruiters move along and morale stays high. We're just successful all around."

St. Petersburg has always been considered a rough area in which to recruit: it is a retirement center, upper middle-class to rich, and it has been said, "If their kids want an Army, they'll buy them an Army." Sergeant Shores doesn't agree.

"St. Petersburg is a great place to recruit," he says, "and teamwork means keeping the station number one. Each man works his territory for himself. However, loyalty is to the station and everyone works for the station. But for strategy or to resolve a problem, we sit down together to find the best idea, the most flexible, and the fastest solutions with the least amount of effort."

"We have a minimum of one policy meeting every week — that's every Monday morning — when I tell the recruiters what we need," Reddick said. "I show them what they have achieved and what they need to do to improve. The only thing I've got to do is let them know what the station's needs are and what they as individuals need, and they work to achieve it."

Sergeant First Class Reddick admits that recruiting for the quality applicant is more difficult than recruiting for quantity alone. "You can't have blanket-type recruiting any more; you have to have a target-type of recruiting. We're now aiming for people with stronger educational backgrounds and higher mental capabilities than in the past.

"Experience and our SMART boards tell us where the higher quality accessions come from and we concentrate on these areas." SFC Reddick says. He credits

success stations

Birmingham's gold badge winners are, from left, SFC William Bussey, SFC Curtis Mims, SFC Joseph Searcy, SFC Reddick, SFC Tyrone Roberts, SFC William Harris and SSG William Bigby.

high school counselors with providing a lot of help in the station's efforts. By talking to the counselor first, finding out who the "quality" prospects are, the recruiter can save time by not pursuing the unqualified applicant.

Reddick's team has no trouble getting into the high schools in Birmingham. "The Birmingham schools welcome the military — they know our recruiters and they like the educational programs in the Army. The school officials know that many kids don't have the necessary funds to get a good education today, so they welcome the programs offered by the military.

"Everyone has a different need," Reddick says. "Some people want adventure, so they are looking for a combat arms slot. Others are after a good education; you have to find out what the applicant is interested in and show him what we have in that field."

Recruiting success in St. Petersburg meant more emphasis on schools there, too.

Sergeant Shores' recruiters saw the switch to quality in their future and made plans accordingly. Zeroing in on the college market was the plan and the gold badges they wear is proof they were successful.

The St. Petersburg station has four colleges in its area: St. Petersburg Junior College, the University of South Florida, Stetson University and Eckard College. All four participate in Project AHEAD.

According to SFC Shores, "To accomplish our plan, we decided to spend whatever time was necessary to get the attention of the counselors, sell them on the educational programs in the Army, and win their confidence that any referrals would be in good hands with our recruiters.

"At first, it was a little expensive taking the counselors out to lunch, but we had to have large chunks of their time to sell our programs," SFC Shores explained. "Once the counselors understood our educational programs, they were glad to inform their students of educational opportunities in the Army. Three of the four counselors are retired Army colonels and that helped. The fourth counselor was anti-Army but has been persuaded to make referrals. He sees that the referral is to the student's benefit."

Sergeant Shores noted that the station has one advantage in that all five members are students themselves, with two having received BA degrees in June, himself and SFC Gary Foust.

"We are at home on a college campus," Shores added.

"Once Project AHEAD was understood by the counselors, they in effect gave us the run of the campus," SFC Shores added. "Once or twice a week we go to the student union and talk with the students. The counselors have our phone numbers and if they have someone who is interested, they contact us. Sometimes we go to the students, sometimes they come to the station — whichever is most convenient."

Sergeant Shores believes that about 40 percent of the enlistees are interested in Project AHEAD, but only about 10 percent are actually enrolled in the program when they enlist.

He concluded, "Pride is a big part of any operation. Each recruiter knows he is working in the best station in the United States and he is going to keep it that way.

"When I was assigned here, I was told, 'You'll never be able to recruit in retirement city,' but I couldn't ask for a better place to recruit and I couldn't ask for better NCOs."

So it is in Birmingham and St. Petersburg, where all recruiters wear the gold badge of success.

Now, aren't you glad you asked?

Everyone is interested in how the reenlistment mission is going. In the August "Letters" column of the *Journal*, Staff Sergeant Anna T. Minor of the Berlin Brigade (USAREUR) asked if it's possible to keep tab of the production of overseas and stateside career counselors.

The *Journal* answered that it was a "problem of availability of statistics." That problem was partially solved when LTC George C. Lawton called the *Journal*. LTC Lawton, who works in the review and analysis branch of DCSPER, DA, said his office was the keeper of the facts the *Journal* seeketh and that they would be provided to us.

Now that we have reenlistment figures, the *Journal* will be running them on a quarterly basis. The FY 1975 reenlistment results for 15 major commands were in last month's *Journal*.

From these figures it looks as though everyone — commanders, unit reenlistment NCOs, and career counselors — is getting the reenlistment job done. Interestingly, USAREC was the highest with 187 percent of its goal.

Projections for FY 76 indicate that there are many more soldiers who may want to reenlist than are needed to meet the DA goals.

During the first nine months of FY 75, reenlistment goals were based upon one percent of each major command's enlisted operating strength. Things were going along so well in the first three quarters of FY 75 that reenlistment goals had to be brought down to .57 of one percent in April 1975 and .40 of one percent in May and June of 1975.

Beginning FY 76, all commands had a reenlistment goal of .57 of one percent in July and August, and .59 of one percent in September.

In FY 76 the reenlistment goal system is being handled differently. Instead of basing the goal on a set percentage of command operating strength, the Department of the Army raids the computer banks to find how many first-termers and careerists are within three months of ETS and are eligible to reenlist.

From that Army-wide total, the percentage of soldiers needed by DA to reenlist in each category (first-termers and careerists) will be figured out. Understandable so far?

This percentage will be multiplied by the total number of careerists and first-termers eligible to reenlist *in each major command* to get that command's numerical reenlistment goal for the month.

New in FY 76 is a first-termer *quality* goal for reenlistment. That number will be determined each month by taking the number of the first-termers who are eligible to reenlist *without* waiver, (those who have an MOS score of 100 or better, and a high school diploma or GED certificate) then dividing that number into the total number of first-termers and careerists who can enlist *with* or *without waiver* Army-wide.

That percentage will then be multiplied by each major command's first-termer reenlistment goal. What you get is the first term quality goal. Admittedly, these formulas aren't exactly easy enough for a seven-year-old to understand, but that's the way it's done.

To illustrate this complicated-sounding formula, let's put it on the chalkboard. According to a message put out by the Department of the Army, 10.5 percent of all first-termers Army-wide are wanted for reenlistment. So, that is the first-termer reenlistment goal for USAREC. The DA message also puts the number of careerists eligible to reenlist Army-wide at 33.9 percent for the month of October. Thus, USAREC needed 94 of its careerists to reenlist in October. Out of the eight first-termers USAREC needs, five of them have to meet the quality standards DA sets.

The *Journal* hopes that SSG Minor and anyone else who was curious about reenlistment numbers is no longer curious.

Malpractice? No way!

E.P. Forrester

When you consider that one substantiated allegation of malpractice can ruin a recruiter's career, you should consider the complete cost of that one enlistment.

By SFC LEN BRECKLER
Associate Editor

Once upon a time, people said there were really only two qualifying factors for enlistment. An applicant had to:

a. be breathing regularly, and

b. have a stable body temperature.

We suspect this to be an exaggeration, now wiped clean from the minds of the public at large. Unfortunately, there apparently are recruiters who, even today, have not learned differently.

We are reminded of this every time that ugly word, *malpractice*, is mentioned.

Back in the days when "Greetings from Uncle Sam" abounded, a recruiter didn't need to provide much in the way of motivation to join the Army. Once in uniform, a soldier needn't exercise much brainpower to be able to point the business end of an M-1 rifle in the right direction.

But things have changed.

The selective service no longer sends out greeting cards, and more than M-1 technology is needed to maintain the diesel trucks now in the inventory.

As the volunteer Army came into existence, more was required of the

Malpractice? No way!

recruiter in the field. The vast majority of them responded the way NCOs should, by working harder and bringing in more and better people; some of the others tried to make their objectives with the "warm and breathing" category of prospect:

- If the prospect has too many dependents, ignore this fact.
- If the prospect has a police record, cover it up.
- If the prospect might not pass the mental tests, help him.
- If the prospect doesn't have a high school diploma, manufacture one.
- If the prospect is waivering on a decision to enlist, promise him anything to get him to sign up.
- If the prospect can't pass the physical test, try to bribe someone.

These are the things malpractice is made of.

General Forrester's feelings on the subject of malpractice were plain when he wrote, "Because individual reputations and the reputations of the Command and the US Army are on the line each time malpractice is alleged, each allegation will be promptly and thoroughly investigated to determine its validity. During the course of these investigations, the rights of the individuals involved will be scrupulously guarded. When there is substantial evidence that malpractice has occurred, the individuals involved will be suspended from production duty and used in positions that do not involve direct contact with potential enlistees."

The CG added, "Regardless of any disciplinary action that may be taken, individuals who are determined to have committed a deliberate malpractice will be reclassified and reassigned outside of the Command as soon as governing regulations will permit."

During the first eight months of 1975, there have been 50 instances of nonjudicial punishment meted out, nine courtsmartial, and 73 recruiters relieved from duty for malpractice.

The incidence of malpractice allegations, from a historical perspective, takes on an interesting hue:

- In 1973, when nearly 160,000 people were enlisted, there were 964 malpractice allegations; this worked out to about one allegation for every 164 enlistments. Of these allegations, about one in four were substantiated.
- In 1974, when over 200,000 people were enlisted, there was a jump in the total of malpractice allegations to 1656; this worked out to be about one allegation in each 130 enlistments. Of those allegations, the incidence of substantiated claims worked out to be about two in every nine allegations.
- Through the first week in Oct-

The definitions

Irregularities: a collective term which includes malpractice, error, misrepresentation, etc.

Recruiting/processing malpractice: any action willfully perpetrated **by a member of this command** in violation of established laws, regulations, policies and directives for the purpose of enlisting and/or gaining credit for the enlistment of any individual who does not meet established enlistment standards, or for the purpose of placing the applicant in a higher mental or educational category; i.e., false GED, high school diploma, etc. Additionally, any willful misrepresentation, false promise or false commitment made for the purpose of inducing an individual to enlist is considered malpractice.

Recruiting or processing errors: any action unknowingly perpetrated **by a member of this command** as a result of which an applicant is later found to be unqualified for enlistment under a specific option.

Recruiting/processing misrepresentation: Any promise, representation or commitment, regardless of the manner in which it is made, which is not specifically reflected on pertinent enlistment documents but is made for the purpose of inducing an individual to enlist. Such misrepresentation may be either intentional or unintentional. In the event intent can be documented, such intentional misrepresentation will constitute recruiting/processing malpractice.

Other irregularities: for the purpose of USAREC Reg 601-45, other irregularities are considered to be those improprieties, acts of misconduct, or irregularities which are committed **by members of the command** in conjunction with efforts relating to the enlistment and processing of applicants which do not fit the categories identified above.

ober of this year, with over 150,000 enlistments, only 937 allegations had been received; this figures out to be about one allegation for every 170 enlistments. In those cases where investigations have been completed, substantiated allegations were found in only one out of every five cases.

Comparative percentages of allegations shows that in 1973, 24 percent were substantiated; in 1974, 22.3 percent; and so far in 1975, only about 18.2 percent have been substantiated.

Sources

USAREC HQ receives malpractice allegations from several sources. These include:

31.36 percent from USAREC liaison personnel at reception stations.

26.85 percent from subordinate USAREC commands.

10.91 percent from the CID.

22.17 percent from other DA sources.

8.71 percent come from the servicemember, his family, Congress and other sources.

These allegations generally fall into five main categories: concealed police records (about 36 percent), irregular testing (about 19 percent), false promises (about 19 percent), concealed dependents (about 8 percent), and other irregularities (18 percent). In the last category are included such things as false and improper documents.

Such things as concealed police records or concealed dependents very often are turned up when an enlistee is subject to an initial security investigation (ENTNAC); many times this is found by checking public records. Allegations of false promises can be more difficult to substantiate. When it comes down to "who said what to whom without witnesses," a reviewing authority might be faced with picking one of these alternatives:

- Did the enlistee suddenly become homesick?
- Has the enlistee been listening to "barracks lawyers?"
- Is basic training harder than he thought?
- Was the recruiter trying too hard to make objective?
- Was the recruiter pressured into making a false promise?
- Do you believe the recruiter because he is a sergeant and the enlistee isn't?

"That decision is up to the reviewing commanders," said 1LT E. L. Battles, chief of the Special Actions branch of USAREC's Recruiting Force Management directorate. "Investigating officers, always selected from another DRC or AFEES so as to be free from local command influence, provide the information on which a decision can be made."

"Statistical reports are used to build analyses of malpractice allegations to help commanders at all echelons in making the right decisions," Battles continued. "If, for example, the figures show that the incidence of false promise allegations is significantly higher in one zone of a certain DRC than others USAREC-wide, this could be an indicator to the investigating officer and reviewing commanders.

"Statistical analysis can also point out future action for area and DRC commanders," Battles said. "Figures are a tool for all commanders, and this is another example of how these tools can be used."

As USAREC continues in FY 76, malpractice allegations are on the downswing. As General Forrester says, "In my judgement, the elimination of recruiting malpractice is an attainable goal; and the extent to which we achieve the goal (is) a measure of our success."

Answers to "OOE quiz" on p. 16

1. **When applicants are subject to a pending charge or when they are under civil restraint. Civil restraint includes confinement, probation, parole, and suspended sentence. (Line K and footnote — app A, AR 601-210; Para 3-13d and e and Table 3-2, AR 601-210)**
2. **No, (USAREC Reg 601-44) was recinded effective 22 October 1975.**
3. **Immediately. (Para 1, app A, USAREC Cir 601-12)**

Women in the Army in the International Women's Year

By DEBBIE GORMAN
Editorial Assistant, R&CC Journal

"How can I ask one of these pretty young things to put up a big, heavy tent?" asked a division commander of General Joseph P. Kingston, commander of the WAC training center, Fort McClellan.

The General's reply: "Don't ask her, tell her!" (Chicago Tribune, Sep 7, 1975)

That's just one "adjustment" being made to accommodate the new role of the Women's Army Corps.

The advent of the all-volunteer Army (and a little fear that it wouldn't be able to meet its objective) led to the expansion of opportunities for women in the Army. Among the breakthroughs, all career fields, except those directly related to combat have been opened to women. WACs are no longer confined to WAC detachments, but are brought into commands to fill the same slots as their male counterparts. Military benefits for WACs and their dependents are now on par with those of male soldiers. Previously, a soldier and his wife had the right to commissary, PX and housing privileges, but a WAC was denied housing and her husband dependent benefits. Summer of 1976 will see the first woman receive a commission as a result of completing four years of Senior ROTC. WAC officers are now detailed to all branches except combat arms. They are trained in and wear the insignia of their detail branch as men do. The ultimate in equality for women was accomplished recently when the President signed the bill opening the sacred doors of West Point to female cadets.

The expansion of opportunities for women has in turn led to a swelling of their ranks. Currently there are approximately 37,800 women on active duty with plans calling for more than 50,000 enlisted and 2,200 officer members by the end of FY 79. Another training center was established at Fort Jackson to help train the great influx of female recruits.

As the Army is changing, it follows that recruiting will go through changes. For example, in many parts of the country women are leaving WAC counselor positions and going on production, recruiting men and women. Conversely, that leaves many male recruiters on their own when it comes to selling the Army to prospective women.

What are some of the questions they might have to answer without the benefit of a WAC counselor, and more important, do they have the answers?

For instance, why is there a limitation or ceiling on the number of women who can be enlisted each week?

The reason for the ceiling goes back to the fact that the all-volunteer Army has been overwhelmingly successful. Almost 15,500 women enlisted in FY 74 with another 17,200 joining the team in FY 75.

While this increase in service members has been very good for the Army, it has been devastating for the enlisted rank structure of the WAC. Of the approximately 37,800 enlisted women in the Army, fewer than 500 are E7 and above, leaving the rest in grades E6 and below. Add to this a critical imbalance of WACs in a small number of MOSs and promotion becomes extremely difficult as competition is fierce and there are not enough higher level slots for everyone who is deserving.

Until WAC members are more evenly distributed over the rank spectrum and throughout the rank structure, it will be necessary to limit the number of women coming into the already over-crowded bottom ranks.

What success has the Army had in getting women into the non-traditional skill fields?

Since the formation of the all-volunteer Army, there have been many firsts in the non-traditional skill area: the first woman parachute rigger, the first WAC truck driver, the first woman to complete training in auto mechanics and on and on the list goes.

Unfortunately, however, most women entering the Army still prefer training in the more traditional fields. Consequently, those fields (e.g. administration, medical) are

overcrowded. That's bad for promotion and career progression and may force voluntary and involuntary reclassification. A female wishing to enlist will either have to enlist for a skill the Army needs, as does her male counterpart, or wait indefinitely. Likewise, a woman coming up for reenlistment in the next year or so may face choosing a new career field or separating from the service.

What are the minimum DA standards required for the housing of enlisted women?

Sleeping quarters and latrine facilities for women will be separate from facilities used by men. Female latrines will include partitioned showers (shower curtains may be hung between showers to afford privacy as a temporary measure) and partitioned commodes. Housing will include laundry facilities with sufficient washers and dryers to accommodate the enlisted women living there.

Women may share a building with male personnel, provided there is a separate or partitioned floor or wing with separate sleeping and latrine facilities available. Separate entrances and exits are desirable but not mandatory.

Under certain circumstances governed by regulation, enlisted women are authorized to live off post and receive BAQ.

What is basic training for women really like?

Basic training for women is changing rapidly because of the expanded roles for women in various units of the Army. It is conceivable that one day women will find themselves in a combat environment, even though they are not in actual combat jobs. They must be qualified to defend themselves, as well as aid in the defense of their operation.

For that reason, basic training for women now includes defensive weapons, field and physical fitness training. Among other things, they must be able to use an M16 rifle, be trained in defensive techniques, take part in marches and bivouacs, stand guard duty and run a half mile in less than four minutes.

There are approximately 35 hours of physical fitness training that include the running of a modified obstacle course. It is not unheard of that a woman will be "asked" to drop for ten push-ups as a disciplinary measure, provided of course, that she does them according to female standards and not male.

Add to that a liberal education in the organization of the Army, benefits, policies and procedures, inspections, health care and instruction in personal appearance, and there will never be a dull moment.

As an extra added attraction air-conditioning and carpeting have been added to basic training facilities.

Can a woman get married and start a family while at the same time remaining a soldier?

As of August 1, 1973, women are no longer discharged by reason of marriage. The Army has also added a policy of going out of its way to see to it that a husband and wife team will remain together when possible while both members are in the Army. However, that doesn't apply if either party requests assignment to a part of the world that the other, by regulation, is not allowed to go. Nor does it apply if a soldier is married to a civilian or a member of another service branch.

A woman is no longer forced to leave the Army for reason of pregnancy unless she is in training status or was pregnant prior to entry onto active duty. However, she can elect discharge immediately or specify a later discharge date if she desires. At present, there are no plans for a maternity uniform or an Army sponsored day care program. A WAC must wear civilian maternity clothing, obtained at her expense, with a name tag showing her last name, rank and unit.

It is appropriate since this is the "Year of the Woman" that extra attention is being focused on the Women's Army Corps, making it more responsive to today's young women as well as the needs of a more modern Army.

Recruiting was different then

Alice Henry as a World War II Women's Army Corps recruiter.

"Recruiting was quite different during the World War II days," stated Mrs. Alice Henry, who recently joined the San Francisco DRC as a military personnel clerk.

A former recruiter for the Women's Army Corps and a member of the Army Air Corps, Mrs. Henry recalls that "girls could not sign up for two or three year terms. Instead, they had to enlist for the duration of the war, and at that time nobody knew how long that war would last."

Recruiting incentives in those days included training in meteorology, communications and office work. Three-day passes and 30 days annual leave were granted, but the pay was only $50 a month.

(SFC Priebe, San Francisco DRC)

Update

Tools

One of the basic tools available to recruiters is the many films USAREC puts out. Here is a list of all the films currently in the inventory for the Fairchild projector:

Airborne
A Career that Moves
The Challengers
The First Step
Infantry or Armor
In the Army in Europe
The Old Guard
Skills to Last a Lifetime
SPARTAN
SPEAR
US Adventure
1st Infantry Division (Revised)
III Corps Artillery
4th Infantry Division
9th Infantry Division
XVIII Airborne Corps Artillery
25th Infantry Division
82d Airborne Division
101st Airborne Division (Airmobile) (Revised)
194th Armored Brigade

Production on a new basic training film was scheduled to be completed on September 23. There is as yet no date for distribution, but be warned that it is coming.

TEAM

Recruiters should already have a first in their hands — the first Training for Effective Action Module (TEAM) cassette.

TEAM is a training cassette made by the Professional Development division of USAREC with the help of the Advertising and Sales Promotion directorate. The cassettes, to be used for training in recruiting stations, will be issued periodically.

The first TEAM cassette, which was scheduled to be distributed on October 1, is entitled, "Overcoming Deterrants to Enlistment." This training module provides information on objections and deterrents to enlistment that may crop up between recruiter and prospect, and how to handle them.

Included with the cassette will be a cover letter and a "discussion leader information sheet." The entire package, including two copies of the cassette, will be distributed to each area commander.

New Marine

In June the *Journal* told you about the Navy and Air Force liaison officers assigned to HQ USAREC. Since that time, Lieutenant Colonel Vito M. Solazzo, USMC, has joined the team. Lieutenant Colonel Solazzo has worked in the Recruitment Branch, Marine Corps HQ, and with recruitment at the 12th Marine District.

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14")

RPI 302, Folder, Your career decision.
RPI 303, Folder, How to tell your friends you're reenlisting.
RPI 304, Poster, I'm taking it one hitch at a time.
RPI 305, Poster, The Army's been good to this Army wife.
RPI 306, Poster, When you're doing something of value, you value yourself more.
RPI 307, Poster, Since I've been in the Army, the longest I've sat still is for this photograph.
RPI 308, Folder, Why are you staying in?
RPI 311, Poster, I want a job with excitement and intrigue.
RPI 312, Folder, I want a job with excitement and intrigue.
RPI 313, Poster, I like going to school and getting paid for it.
RPI 317, Poster, Now I'll be working near home.
RPI 319, Poster, I'd like to live in Europe. Not just visit.
RPI 325, Poster, $8,000 is $8,000.
RPI 331, Poster, Music is where I want to be.
RPI 332, Folder, Music is where I want to be.
RPI 334, Poster, How to tell your friends you're reenlisting.
RPI 349, Decal, We serve proudly.
RPI 350, Circular Screwdriver.
RPI 356, Label, Career Counseling. 3-1/2"
RPI 357, Label, Career Counseling. 9"
RPI 366, Booklet. Take a look at all the things you've been taking for granted.
RPI 381, 24 Month Reenlistment Activities Reminder Schedule. (Limited quantity)
RPI 921, Poster, Start college while you're serving.

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.

Leave Pay

A legislative proposal by DoD to Congress is now under consideration to amend the law governing payment for unused leave. It is DoD's intent to make sure that leave time is taken rather than cashed in.

The proposed amendments would limit cumulative payment for unused accrued leave to no more than 60 days for an entire military career. Leave paid for prior to the effective date of enactment would not count toward the 60-day period.

Officers are normally paid for unused leave only once during their careers, but enlisted members may be paid for up to 60 days unused leave at the end of each enlistment. These payments in the past were estimated at $155 million for fiscal year 1975 and were intended as inducements to save leave rather than for cashing in.

Holiday Leave Policy

This year, as in past years, to lock-in December's objective, holiday enlistees entering active duty during the ten days before Christmas will be allowed to return home for the holidays. Unlike past years, however, tons of recruits will not descend upon training centers on January 2. This year enlistees will return to the AFEES for movement to reception stations on a staggered schedule. Persons enlisting December 15, will be on leave until December 29; those enlisting on December 16, will be on leave until December 30 and so on. A complete shipping schedule for the Christmas/New Year holiday period is found at Table 1, DA CIR 612-17, dated 26 June 1975.

Keep in mind that while these enlistees will be on the Army payroll for two weeks, they will also be charged two weeks ordinary leave.

Promotional Kit

The new Educator Package Promotional Kit should be in the hands of RRC, DRC and area commanders now, if all schedules were met. The kit is a 16 minute sound filmstrip for use with the Dukane Projector and a user's guide which is essentially a script for film strip plus presentation guide. The primary use of the kit is to train the recruiting sales force in the use of the Educator Package. Distribution of the kit is scheduled to include five for each RRC, three for each DRC and one for each area commander.

Questionnaires

Area commanders should be receiving questionnaires soon from the Approach 13-30 Corporation of Knoxville, Tenn., asking about schools and other information concerning their areas.

These questionnaires will be used by 13-30 to develop materials and plans which should help to increase recruiter success in high school programs. USAREC is sponsoring the publication and distribution of *Sourcebook '76*, a handbook for high school students and their personal futures, to be written, produced and distributed by 13-30 in February 1976.

Hearing Loss

The amplification of rock music as it is suffered during live performances has been labeled by several investigators as exceeding the workmen's compensation noise level for such industries as boiler factories.

According to an article in the *Safety Newsletter*, published by the National Safety Council, a professor from the University of Tennessee has proved that the bandstand sound level can actually inflict injury.

Professor David M. Lipscomb of the Audiology and Speech Pathology Department told of playing hard rock music to guinea pigs with the same intensity that he measured at a Knoxville discotheque — 122 db. He said he has measured it during other performances at 138 db which is near the normal pain threshhold. The guinea pigs got 88 hours of music over a three month period. In some regions of the animals' inner ears, as many as 25 percent of the cochlear cells were destroyed.

Since then, Professor Lipscomb has tested the hearing of 3000 Knoxville school pupils. Among sixth-graders, less than four percent had high-frequency hearing impairment. Among 12th-graders, nearly 11 percent showed impairment. And for freshmen at the university, the hearing loss was discovered in more than 30 percent.

For the Record

Education level: The Columbia DRC noted the claim by Concord DRC in August's *Journal* regarding education level. Joyce Robbins at Columbia assures us that 44 of the 80 enlisted personnel assigned to the DRC have bachelor or associate degrees for 55 percent, noting that Concord's percentage is 49 percent.

100 percenters: The Montgomery DRC takes aim at the Phoenix DRC record of consecutive 100 percent months (September *Journal*) by claiming 28 consecutive months through August, 1975.

Montgomery DRC also claims the first 100 percent gold badge zone where all recruiters have received MSMs and the gold badge.

The record for the most recruiters with a gold badge is also claimed by Montgomery. As of September 18, 53 such badges had been presented.

With a total of 30,384 QIPS points, the Montgomery DRC claims another record for a full year of operation under QIPS. Dale Bain of the DRC's A&I shop claims that the only DRC that will break that record is the Montgomery DRC itself.

Happy 1976! (maybe)

Every year at this time people begin to talk and preach about winter driving and booze, and the mixing of the two. Everyone nods in agreement about how bad it is to drink and drive, then they get boozed up and drive off to kill themselves. We know we're not going to change drinking habits here, but below are some hints that should keep us from losing readers between now and next year.

Not everybody can escape the cold breath of winter by fleeing to Arizona or Florida. Even those in the sunny southern climate have their version of winter, gentle though it may be.

In Albany as well as Atlanta, driving accidents go up as the temperature goes down. The only way to make a dent in these figures is to be ready, take your time and lay off the booze.

If you haven't done so recently, take your car in for a check of battery, tires, brakes, exhaust system and windshield.

Your battery should be filled and tested. If you think it won't get you through the winter, buy a new one.

Your tire treads should be deep if they're conventional tires. But now's the time to consider special winter tires. Snow tires are a big help, but studded tires (in states where they are allowed) are even better if you travel frequently on icy roads.

Your brakes should be adjusted if they don't pull equally on all wheels for straight-line stopping.

Your muffler and entire exhaust system should be checked for leaks to guard against deadly carbon monoxide gas.

Your windshield defroster should work efficiently. Replace worn wiper blades and adjust tension. Be sure to use anti-freeze washer solutions.

Dim view

Even if you take a dim view of winter driving, you can at least improve your vision to avoid trouble.

Before you start out, clean the snow and ice off the entire windshield and all windows. Peephole driving only asks for trouble.

Use your windshield washer often. At night, stop occasionally to clean off your headlights, but keep them on low beam in fog or heavy snowfall to avoid blinding glare.

Be sure to run your heater and defroster a few minutes before starting out in a cold car. You'll avoid sudden fogging of your windshield if you turn it on when under way.

Snow job

If you get stuck in snow, keep as cool as the weather. Spinning your wheels will only dig you in deeper.

First turn your wheels from side to side to push the snow away from the tires. Then, with a light foot on the gas, try to ease forward gently. High gear keeps you from overpowering.

Easy rocking might help, but you can damage an automatic transmission. Check your owner's manual.

Extra traction may come from rock salt, sand or a traction mat such as wire mesh or old carpeting placed under both drive wheels. All are handy items to carry in your trunk. For heavy going, chains or studded tires are best.

Slow up now

The other side of the coin is, once going, can you stop?

A safe stop on icy or snow-packed roads is a tricky maneuver. First of all, anticipate stops. Slow down gradually well ahead of intersections. Remember that the approaches to stops are apt to be polished and slick from starting and stopping traffic before you.

A skid is almost certain if you lock your brakes. Use hard rapid jabs on the brake pedal to keep your wheels rolling and to retain steering control.

Increase your following distance. You need extra time and lots of extra space to stop safely on slippery roads.

Sudden steering movements can whip you into a skid almost as easily as improper braking.

Plan ahead for lane changes and move into them on a long, gradual angle — and be sure to signal your intentions to traffic behind you. Slow down for curves and turns. Take them with the smallest possible steering adjustment and apply slight power during the movement.

If you do go into a skid, there are two important rules: don't oversteer and don't hit the brakes. Immediately steer in the direction that the rear of your car is sliding until you feel the recovery. Then straighten your wheels and keep rolling.

Watch out for unexpected ice patches on otherwise clear roads, especially in shady areas or on overpasses. Overpasses and bridges are 'air conditioned' as cold air circulates under them and lowers their temperatures.

Remember too that ice is twice as slippery at 30 degrees as it is at zero. Wet ice warmed by the sun is far more treacherous than 'cold' ice.

That's the advice the *Journal* has for its readers. If you're not going to drive, or have a neighbor with a dog sled and team, you have no problems, but otherwise. . . .

Adapted from Family Safety magazine, a publication of the National Safety Council.

CHARLES H. PERCY
ILLINOIS

United States Senate
WASHINGTON, D.C. 20510

September 24, 1975

Major General Eugene Forrester
Recruiting Headquarters
Fort Sheridan
Fort Sheridan, Illinois 60037

Dear General Forrester:

I want to express my appreciation for arranging such a productive and interesting visit to the U. S. Army Recruiting Headquarters recently with Secretary of the Army Martin Hoffmann.

It was a most informative and important experience for me and I commend you and your fine staff for the outstanding manner in which you are meeting the challenges facing the all volunteer Army. I can think of no more important aspect than the responsibility you have undertaken. As a result of my visit, I have every confidence that this new concept will succeed.

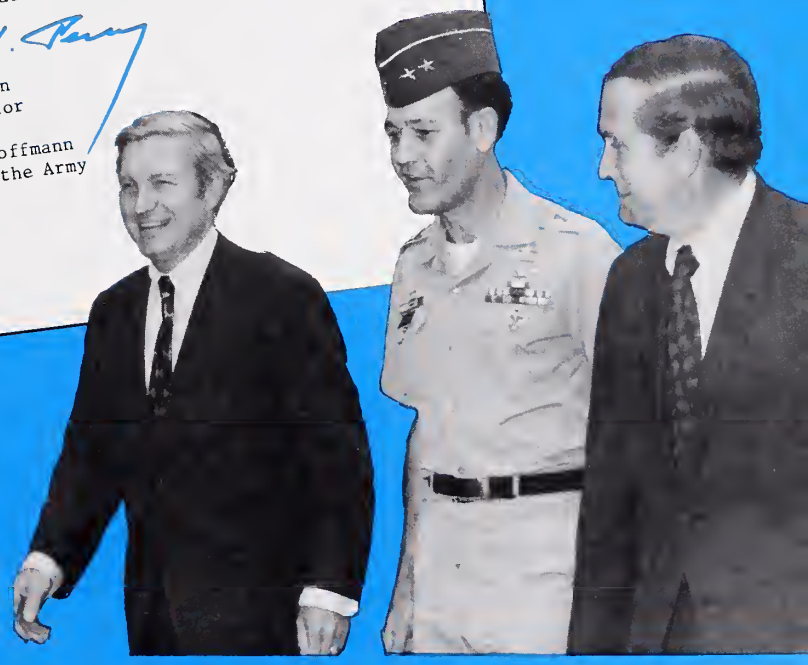
Again, my thanks and congratulations to you for your excellent work.

Warmest personal regards,

Charles H. Percy

Charles H. Percy/jsn
United States Senator

cc: Hon. Martin Hoffmann
Secretary of the Army



Illinois Senator Charles H. Percy (left) and Secretary of the Army Martin H. Hoffmann (right) visited General Forrester and the Recruiting Command in mid-September.

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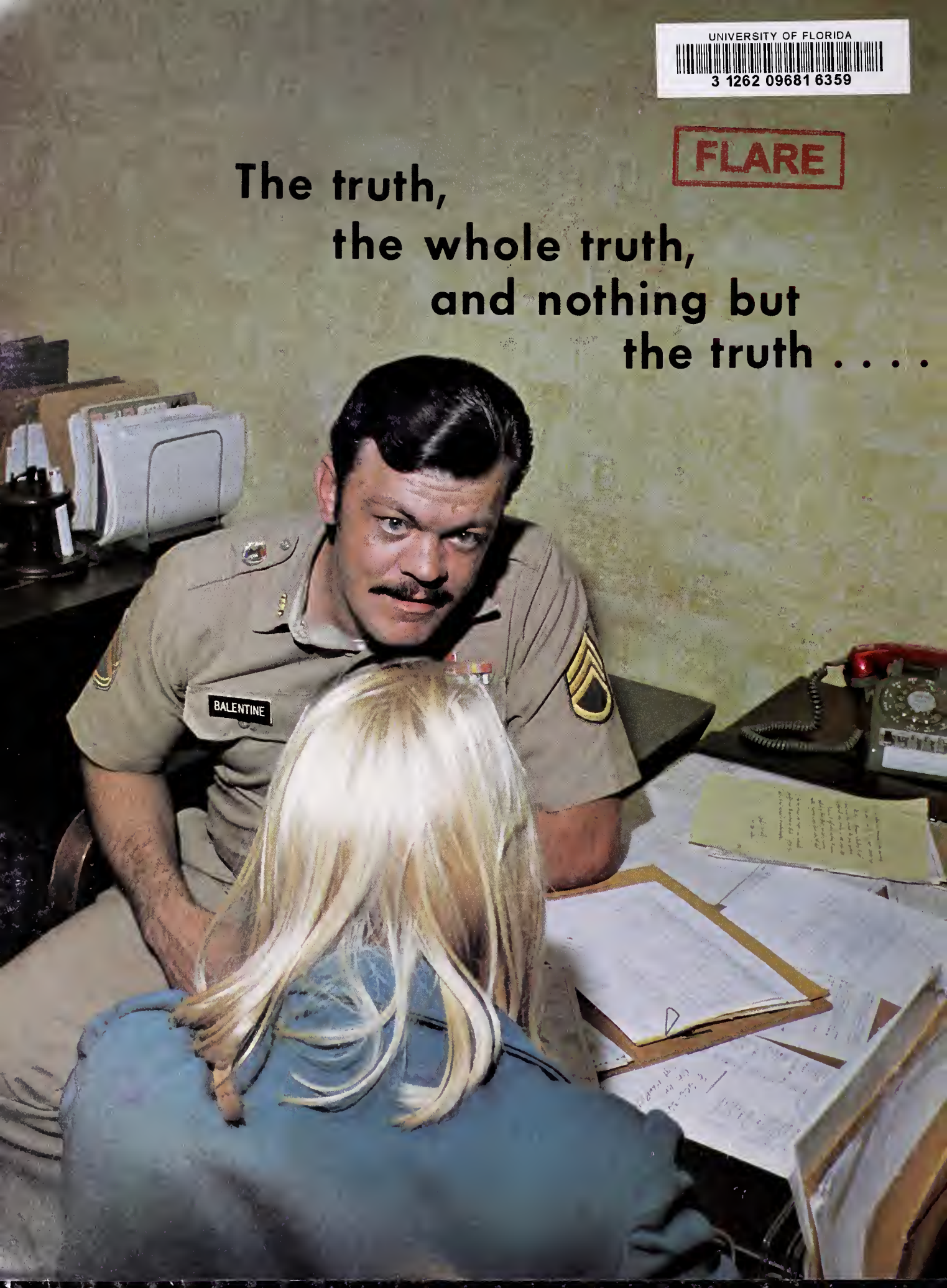
The truth, the whole truth, and nothing but the truth . . . .